

**CarltonTrailCollege.**  
*discover your future*

# **ANNUAL REPORT**

**2016-2017**

## **ADMINISTRATIVE OFFICE LOCATIONS**

### **Humboldt**

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December 1, 2017

Honourable Herb Cox  
Minister of Advanced Education  
Room 307 Legislative Drive  
Legislative Building  
Regina, SK S4S 0B3

Dear Minister Cox:

It is my pleasure to submit, herewith, the Annual Report of Carlton Trail College for the fiscal year ended June 30, 2017, 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

# STRATEGY MAP

Discover your future!

**Carlton Trail College.**  
*discover your future*

2016 - 2019

**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

C1 Increase career and employment readiness

C2 Enhance the student experience

C3 Strengthen First Nation student participation and achievement

C4 Enhance personal growth

### Internal Processes

by delivering excellent programs and services...

I1 Operationalize strategic enrolment management

I2 Enhance branding and public relations

I3 Optimize targeted marketing

I4 Maximize effective partnering

### People, Learning and Leadership

through inspired and committed people...

P1 Grow employee engagement and commitment

P2 Strengthen staff alignment with strategic priorities

P3 Enhance employee growth and development

P4 Ensure and attract a qualified and skilled future workforce

### Stewardship

effectively and efficiently leveraging our resources.

### 4. Responsibly Manage Resources

S1 Optimize efficient use of resources

S2 Grow non-traditional funding sources

S3 Manage assets and liabilities

S4 Minimize organizational risk

### 2. Serve Business, Industry and Communities

### 3. Enhance Organizational Effectiveness

January 2016

File: MY Doc/Strategic Plan/Strategic Plan 2016-2019/CTC Strategy Map 2016-2019

# 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 2016-2017 fiscal year on behalf of my colleagues.

The Board started the 2016-17 year with six members whom have worked together since April of 2014. In the spring of 2017, Roland Hamlin decided not to seek reappointment for a second term, leaving the year to end off with a five-member Board. The current Board has requested the reappointment of Vice Chair Sommer MacLeod, and will begin the process in 2017-18 to seek out new Board members to bring the Board total up to seven.

The Board, as part of its mandate from the Government of Saskatchewan, provides strategic leadership, sanctions the general operation of the College, and approves financial, administrative and human resource policies. The Board also approves an annual budget, and multi-year business plan, which includes our set of programs and services. To fulfill this responsibility, the Board receives regular reports from Carlton Trail College staff and management. These reports help ensure that Board objectives are being met and that resources and assets are protected and well-managed.

This annual report provides an opportunity to formally thank Dr. Ivan Yackel for dedicated service to the College. Ivan brought years of leadership expertise and experience which resulted in the creation of a very solid foundation on which the College will continue to build.

In December of 2016, Shelley Romanyszyn-Cross, VP Academic, was named Acting President & CEO. Ms. Romanyszyn-Cross held the acting position for the remainder of the fiscal year and became the permanent CEO effective August 2017.

The Board has continued its tradition of being actively involved in the communities served by Carlton Trail College. It has used available opportunities to increase the visibility of the College and to willingly participate in regional, provincial and national activities designed to enhance and promote the work of regional colleges. As a response to the fiscal restraints that were faced by the College this year, the Board made the conscious decision not to attend the much valued CiCan Conference in Ottawa as a cost saving measure.

## 2016 - 2017 MEMBERS

Glenn Hepp, Chair  
Sommer MacLeod, Vice Chair  
Luz Marina Dominguez,  
Denis Bergerman  
Leon Winkel  
Roland Hamlin

Humboldt (September 2011; reappointed to April 9, 2017)  
Wadena (April 2014; appointed to April 9, 2017)  
Wynyard (September 2011; reappointed to April 9, 2017)  
Humboldt (September 2011; reappointed to January 14, 2019)  
Humboldt (September 2011; reappointed to January 14, 2019)  
Manitou Beach (April 2014; term ended April 9, 2017)

Regular Board Meetings:           **9**  
Special Meetings:                   **2**  
Annual Meeting:                      **1**



*Board Chair, Glenn Hepp*

# PRESIDENT'S REPORT

2016-17 was a busy year for the College. July saw the implementation of the newly updated three-year strategic plan. In August we were notified that we received approval for funding under the Post-Secondary Institutions Strategic Investment Fund and the Ministry of Advanced Education for renovations at the newly acquired Punnichy Training Centre. The bulk of the renovations were completed by February allowing us to deliver the Security Officer Applied Certificate in the facility. A Grand Opening is being planned for December of 2017. Other highlights of the year include an instructors' in-service day and start-up meeting for all staff at the end of August, a two-day First Aid/CPR training session for all staff in November, a Scholarship Awards Night in December, and multiple staff participating in Indigenous workshop throughout the year.

2016-17 was not without its challenges. In November 2016, we were advised of a claw back of just over 1% of the operations grant funding we were anticipating for the year. Through careful planning we were able to mitigate the impact. In addition, there was strong messaging from the Ministry that there likely would be a decrease of 5% to our operating grant dollars for 2017-18; a scenario that ultimately came to pass. The 5% decrease required restructuring of resources, including the abolishment of positions that resulted in job loss for some, vacancy management in others, and the closure of one of our campus locations. In addition, we were notified in our March budget letter that there would also be a decrease to our Adult Basic Education grant for 2017-18 of just slightly more than 8%. This required a rework of our program plan for 2017-18, resulting in the reduction of students we would be able to accommodate. Given this environment of transformational change, the goal moving forward for the College will be one of continuous improvement, innovation, and seeking opportunities to work with other regional colleges to identify cost-saving measures that benefit the system. Ultimately we will continue to take actions to increase efficiencies and decrease costs while making every effort to mitigate the impact on our students.

There was also a change at the President and CEO position in December, whereby I was asked by the Board to take on an interim role, later to become permanent.

Throughout the year we continued the practice of Monday morning meetings with all administrative staff from each of the campus locations. The meetings are based out of Humboldt, with staff from the other campus locations calling in. The main focus of the meetings are an opportunity for each of us to update our colleagues of what is going on in our world. It has proved to be a good opportunity to enhance communications and build relationships with those that work outside of the Humboldt campus.

A portion of each Board meeting continues to be dedicated to presentations by front-line staff to Board members, opening up opportunities for interaction and dialogue between those 'on the ground' and the Board. This experience has proven very beneficial for staff and Board members alike as it provides a very direct window into the workings of various departments within our College.

Finally, and most importantly, I wish to acknowledge the work of the Minister of Advanced Education, the Honourable Bronwyn Eyre, her staff, as well as the Ministry of the Economy, who all provided ongoing leadership and support to the dedicated efforts of those who work at the College and continue to demonstrate a passion for learning, and an unwavering commitment to meeting the needs of the students we serve.



Shelley Romanyszyn-Cross  
President and Chief Executive Officer





# COLLEGE PERSONNEL

## 2016-2017 STAFF PLAN FULL-TIME EQUIVALENTS

	<b>Budget</b>	<b>Actual</b>	
	<b>16-17</b>	<b>16-17</b>	
<b>OOS Administration</b>			
CEO	1.08	0.44	Ivan Yackel/Ralph Troschke
VP Finance	1.00	1.00	Andy Burgess
VP Administration	1.00	1.00	Amy Yeager
VP Academic/Interim CEO (February, 2017)	1.00	1.00	Shelley Romanyszyn-Cross
Executive Assistant	0.60	0.60	Sheri Ulrich
Executive Assistant	0.60	0.60	Leanne Sylvestre
Administrative Assistant	0.60	0.60	Amanda Kosokowsky
	<b>5.88</b>	<b>5.24</b>	
<b>OOS Managers</b>			
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	1.00	Jill Lees
	<b>4.00</b>	<b>4.00</b>	
<b>In-scope Administration</b>			
Receptionist	1.00	1.02	Raelene Yeager/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	0.60	Vanessa Dauk
Accounts Payable Clerk	0.60	0.60	Donna Krause
Computer Technician	1.00	1.00	Gord Dell
IT Support Technician	1.00	1.00	Jami Silzer
Facilities Technician	0.90	0.90	Richard Renneberg
Graphic Design & Marketing Associate	0.40	0.28	Candice Bauer
Educational Technologist	1.00	1.00	Orfi Yturalde
	<b>8.90</b>	<b>8.80</b>	
<b>Student Services</b>			
Humboldt-Advisor/Learning Specialist	1.00	1.00	Damon Steadman
Humboldt-Advisor	1.00	0.80	Karen MacCarville
Wynyard/Punnichy-Advisor	0.80	0.76	Nicola Finnsen
Wakaw/One Arrow-Advisor	0.80	0.70	Chantal Tait
	<b>3.60</b>	<b>3.26</b>	
<b>Training Consultant/Program Facilitators</b>			
Literacy Facilitator	1.00	1.00	Jenica Moen
Marketing Facilitator	0.90	0.90	Val Koroluk
Training Consultant - Humboldt	0.80	0.73	Fred Novecosky/Sharina Prasad
Program Facilitator - Wynyard/Southey	0.80	0.61	Leslie Mann/Sharina Prasad/Darlene Purshega
Program Facilitator - Watrous/Wynyard	0.60	0.57	Sharina Prasad/Darlene Purshega
	<b>4.10</b>	<b>3.81</b>	
<b>Program Delivery Associates</b>			
Humboldt	2.00	2.00	Carol Jackson/Denise Germain
Watrous	0.80	0.73	Darlene Purshega/Ruth Thiessen
Wynyard	0.80	0.78	Connie Rothlander
Southey	0.80	0.78	Annette Konescni
	<b>4.40</b>	<b>4.29</b>	
<b>Program Clerical</b>			
LPN Clerical Support (Watrous)	0.16	0.17	Ruth Thiessen/Darlene Purshega
Casual Clerical (all locations)	0.40	0.18	Casual staff
	<b>0.56</b>	<b>0.35</b>	
<b>TEL Attendants</b>			
Humboldt/Watrous/Wynyard	0.15	0.04	Darlene Purshega/Jean Leader/Vanessa Dauk
	<b>0.15</b>	<b>0.04</b>	
<b>Total</b>	<b>31.59</b>	<b>29.79</b>	

<b>Instructors</b>		
Basic Education, Humboldt	0.90	Ed Yee
Basic Education, Punnichy	1.74	Ernest Bolingbroke/Shirley Kallichuk
Basic Education, Wakaw	1.72	Duane Keleman/Lynn Eaton
Workplace Essential Skills, One Arrow First Nation	0.38	Karen Tait
Workplace Essential Skills, Humboldt	0.41	Karen Tait/Gwen Pearce
Workplace Essential Skills, Fishing Lake First Nation	0.31	Angelita Okernau
Basic Education, Wynyard	0.90	Dianne LaRocque
Practical Nursing, Watrous	2.68	Cathy McMann/Lacey Meddins/Nicole Cey Raeleen Hulan/Jadah Mensch/Christin McPhee
Continuing Care Assistant, Humboldt	0.75	Carol Sommer/Paula Camago/Brenda Reifferscheid Julie Hofmann/Kim Hartl
Continuing Care Assistant, Wynyard	0.37	Shannon Linnen
Continuing Care Assistant, Punnichy (one clinical student)	0.02	Stacey Hamner
Office Administration, Humboldt	0.96	Kim Hartl/Annette Magus/Julie Hofmann
Early Childhood Education, Punnichy (PT)	0.46	Jackie Galenzoski/Inge Schmidt
Educational Assistant, Punnichy (PT)	0.09	Inge Schmidt
Early Childhood Education, Humboldt (PT)	0.20	Tina Parish
Power Engineering, Humboldt (3rd (to Dec only) and 4th class courses)	1.17	Kevin Ackerman/Ed DeGooijer/Julie Hofmann/Jan Sylvestre/Mike Swift/Murray Cook
Welding Applied Certificate, Journeyperson Welding, General Welding Humboldt (Nov.start)	0.86	Murray Cook/Julie Hofmann/Annette Magus
Construction Worker Prep, Framing, Punnichy	0.46	Randy Jordan
Plumbing & Pipefitting-Humboldt (January start)	0.52	Don Smith/Julie Hofmann/Ed deGooijer
Security Officer, Punnichy	0.31	Dave Hoelt
ESL-Humboldt/Drake/Imperial/Watrous/Lanigan	1.74	Craig Bott/Brenda Bowman/Debbie Sarauer

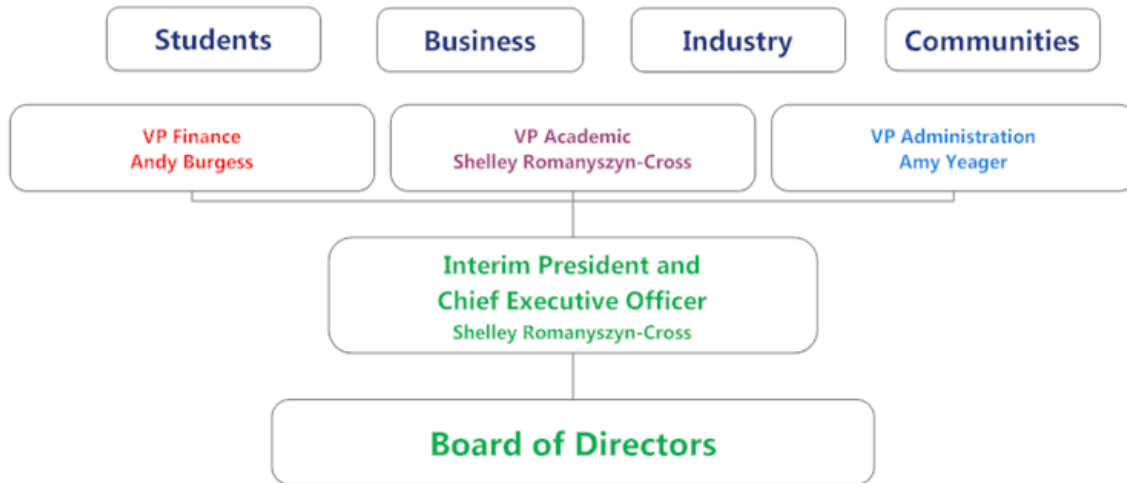
**Total** **16.92**

Full-Time Equivalents	13/14	14/15	15/16	16/17
	28.92	30.94	28.64	29.79

Note: FTE does not include instructional staff.

# Carlton Trail College.

*discover your future*



# PROGRAMS AND SERVICES SUMMARY

2016/17 saw a total of 2,320 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 under 95%. The overall decrease in participant hours was specifically a result of a reduction in the delivery of skills training programs.

## PROGRAMMING ACTIVITY

	Classes	Students	Participant Hours
2013 / 14	283	1,943	287,437
2014 / 15	315	2,375	309,203
2015 / 16	295	2,557	260,783
<b>2016 / 17</b>	<b>263</b>	<b>2,320</b>	<b>235,288</b>

## COMPREHENSIVE ENROLMENT STATISTICS

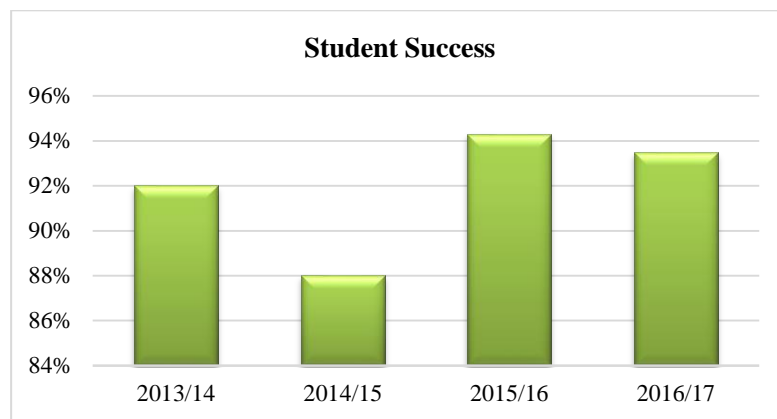
Program Groups	Actuals							
	2015 - 2016				2016 - 2017			
	Student Enrol FT	Student Enrol PT	Student Enrol Casual	FLEs	Student Enrol FT	Student Enrol PT	Student Enrol Casual	FLEs
<b>BASIC EDUCATION</b>	<b>BE Credit:</b>							
Academic GED	0	0	0	0	0	0	0	0
Adult 12	46	10	0	54.85	55	12	0	74.08
Adult 10	31	15	0	30.94	26	1	0	26.70
<b>Total BE Credit</b>	<b>77</b>	<b>25</b>	<b>0</b>	<b>85.80</b>	<b>81</b>	<b>13</b>	<b>0</b>	<b>100.79</b>
	<b>BE Non-Credit:</b>							
Employability/Life Skills	30	15	0	18.04	15	18	0	10.23
English Language Training	1	229	0	25.69	0	218	0	32.50
General Academic Studies	20	7	0	17.50	29	8	0	20.47
<b>Total BE Non-Credit</b>	<b>51</b>	<b>251</b>	<b>0</b>	<b>61.23</b>	<b>44</b>	<b>244</b>	<b>0</b>	<b>63.20</b>
<b>TOTAL BASIC EDUCATION</b>	<b>128</b>	<b>276</b>	<b>0</b>	<b>147.03</b>	<b>125</b>	<b>257</b>	<b>0</b>	<b>163.99</b>
<b>SKILLS TRAINING</b>	<b>Institute Credit:</b>							
Sask Polytechnic	126	86	2	158.31	120	38	10	126.53
Other	22	0	0	10.21	23	0	0	10.36
<b>Total Institute Credit</b>	<b>148</b>	<b>86</b>	<b>2</b>	<b>168.52</b>	<b>143</b>	<b>38</b>	<b>10</b>	<b>136.89</b>
	<b>Industry Credit:</b>							
<b>Total Industry Credit</b>	<b>0</b>	<b>144</b>	<b>1230</b>	<b>* 41.47</b>	<b>0</b>	<b>101</b>	<b>1228</b>	<b>31.19</b>
	<b>Non-Credit: Industry, Community/Individual, Personal Interest</b>							
<b>Total Non-Credit</b>	<b>8</b>	<b>29</b>	<b>506</b>	<b>11.86</b>	<b>8</b>	<b>24</b>	<b>386</b>	<b>10.44</b>
<b>TOTAL SKILLS TRAINING</b>	<b>156</b>	<b>259</b>	<b>1738</b>	<b>221.85</b>	<b>151</b>	<b>163</b>	<b>1624</b>	<b>178.51</b>
<b>UNIVERSITY</b>	<b>University Credit:</b>							
<b>Total University Credit</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>
<b>TOTAL UNIVERSITY</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>
<b>TOTAL ENROLMENT</b>	<b>284</b>	<b>535</b>	<b>1738</b>	<b>368.88</b>	<b>276</b>	<b>420</b>	<b>1624</b>	<b>342.50</b>

\* Adjustment to reflect a decrease in actual FLEs from 2015-2016.

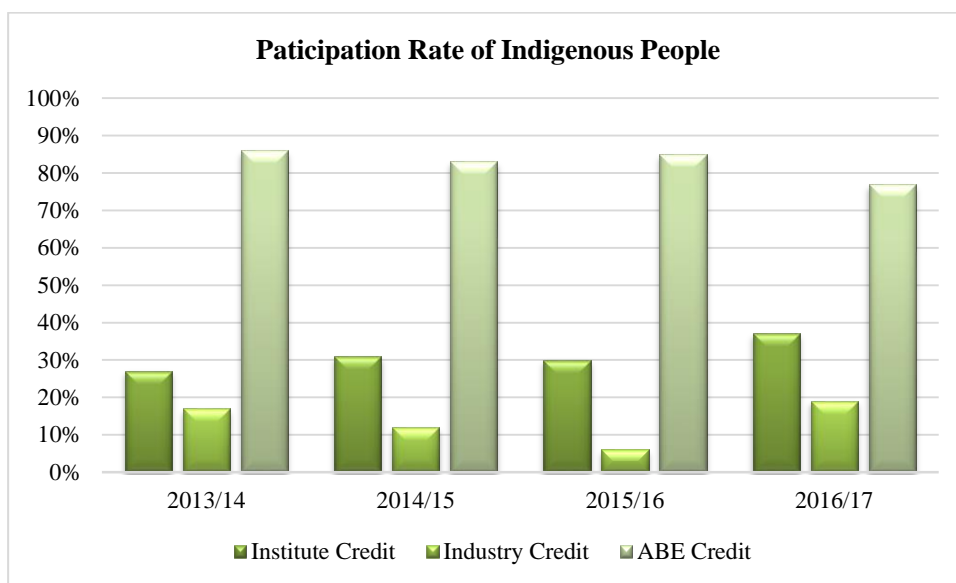
# PERFORMANCE MEASURES

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 2013-2016 as a base-line, and targeted and actual results for 2016/17.

Program	Performance Measure	Average 2013-2016	Targeted 16/17	Actual 16/17
<b>Skills Training</b>				
Institute Credit	Number of student enrolments – FLEs	177	135	<b>137</b>
	Number of student enrolments – distinct enrolment	264	137	<b>191</b>
	Participation rate <sup>1</sup> of students	47%	45%	<b>48%</b>
	Graduation rate <sup>2</sup> of students	49%	75%	<b>69%</b>
	Employment rate <sup>3</sup> of graduates	83%	85%	<b>88%</b>
	Furthering training rate <sup>4</sup> of graduates	16%	30%	<b>79%</b>
	Participation rate <sup>5</sup> of Indigenous people	29%	33%	<b>37%</b>
	Graduation rate <sup>6</sup> of Indigenous people	21%	26%	<b>18%</b>
	Graduation rate <sup>7</sup> of Indigenous people	35%	41%	<b>33%</b>
	Employment rate <sup>8</sup> of Indigenous graduates	77%	65%	<b>100%</b>
Industry Credit	Number of student enrolments – FLEs	41.5	33.6	<b>31.2</b>
	Number of student enrolments – distinct enrolment	998	831	<b>1329</b>
	Participation rate of students	30%	28%	<b>27%</b>
	Participation rate of Indigenous people	12%	20%	<b>19%</b>
	Non-Credit	Number of student enrolments – FLEs	15	16.6
<b>Adult Basic Education</b>				
Credit	Number of student enrolments – FLEs	104	113.9	<b>100.79</b>
	Number of student enrolments – distinct enrolment	115	89	<b>94</b>
	Participation rate of students	23%	27%	<b>25%</b>
	Graduation rate of students	54%	75%	<b>54%</b>
	Employment rate of graduates	51%	60%	<b>35%</b>
	Furthering training rate of graduates	78%	40%	<b>70%</b>
	Participation rate of Indigenous people	85%	85%	<b>77%</b>
	Graduation rate <sup>7</sup> of Indigenous people	79%	75%	<b>80%</b>
	Graduation rate <sup>6</sup> of Indigenous people	50%	57%	<b>57%</b>
	Employment rate of Indigenous graduates	40%	50%	<b>38%</b>
Non-credit	Furthering training rate of Indigenous people	75%	70%	<b>71%</b>
	Number of student enrolments – FLEs	79	50.2	<b>63.2</b>
<b>University</b>				
	Number of student enrolments – FLEs	0.23	.1	<b>0</b>
	Number of student enrolments – distinct enrolment	2	1	<b>0</b>
<b>Contractual Revenue</b>	Contractual revenue <sup>10</sup> from annual financial statements	<b>\$587,463</b>	<b>\$602,200</b>	<b>\$478,771</b>



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



*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:**

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

# EQUITY PARTICIPATION ENROLMENTS

Program Groups		Actuals																								
		2015 - 2016												2016 - 2017												
		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	
<b>BASIC EDUCATION</b>	<b>BE Credit:</b>																									
	Academic GED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Adult I2	39	5	0	2	0	0	9	2	0	46	10	0	40	9	0	2	0	0	9	3	0	55	12	0	
	Adult I0	29	14	0	2	0	0	4	0	0	31	15	0	22	1	0	1	0	0	0	1	0	26	1	0	
	<b>Total BE Credit</b>	<b>68</b>	<b>19</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>13</b>	<b>2</b>	<b>0</b>	<b>77</b>	<b>25</b>	<b>0</b>	<b>62</b>	<b>10</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>9</b>	<b>4</b>	<b>0</b>	<b>81</b>	<b>13</b>	<b>0</b>	
	<b>BE Non-Credit:</b>																									
	Employability/Life Skills	29	15	0	0	0	0	1	4	0	30	15	0	13	16	0	4	1	0	0	2	0	15	18	0	
	English Language Training	0	0	0	0	18	0	0	1	0	1	229	0	0	0	0	16	0	0	1	0	0	0	218	0	
	General Academic Studies	20	7	0	0	0	0	1	0	0	20	7	0	17	7	0	4	0	0	3	1	0	29	8	0	
	<b>Total BE Non-Credit</b>	<b>49</b>	<b>22</b>	<b>0</b>	<b>0</b>	<b>18</b>	<b>0</b>	<b>2</b>	<b>5</b>	<b>0</b>	<b>51</b>	<b>251</b>	<b>0</b>	<b>30</b>	<b>23</b>	<b>0</b>	<b>8</b>	<b>17</b>	<b>0</b>	<b>3</b>	<b>4</b>	<b>0</b>	<b>44</b>	<b>244</b>	<b>0</b>	
<b>TOTAL BASIC EDUCATION</b>	<b>117</b>	<b>41</b>	<b>0</b>	<b>4</b>	<b>18</b>	<b>0</b>	<b>15</b>	<b>7</b>	<b>0</b>	<b>128</b>	<b>276</b>	<b>0</b>	<b>92</b>	<b>33</b>	<b>0</b>	<b>11</b>	<b>17</b>	<b>0</b>	<b>12</b>	<b>8</b>	<b>0</b>	<b>125</b>	<b>257</b>	<b>0</b>		
<b>SKILLS TRAINING</b>	<b>Institute Credit:</b>																									
	Sask Polytechnic	28	23	1	6	4	0	4	3	0	127	87	2	29	19	0	5	2	0	10	2	0	121	38	10	
	Other	20	0	0	0	0	0	0	0	0	22	0	0	19	0	0	0	0	0	0	0	0	23	0	0	
	<b>Total Institute Credit</b>	<b>48</b>	<b>23</b>	<b>1</b>	<b>6</b>	<b>4</b>	<b>0</b>	<b>4</b>	<b>3</b>	<b>0</b>	<b>149</b>	<b>87</b>	<b>2</b>	<b>48</b>	<b>19</b>	<b>0</b>	<b>5</b>	<b>2</b>	<b>0</b>	<b>10</b>	<b>2</b>	<b>0</b>	<b>144</b>	<b>38</b>	<b>10</b>	
	<b>Industry Credit:</b>																									
	<b>Total Industry Credit</b>	<b>0</b>	<b>9</b>	<b>31</b>	<b>0</b>	<b>5</b>	<b>8</b>	<b>0</b>	<b>3</b>	<b>6</b>	<b>0</b>	<b>144</b>	<b>1231</b>	<b>0</b>	<b>19</b>	<b>35</b>	<b>0</b>	<b>2</b>	<b>5</b>	<b>0</b>	<b>3</b>	<b>23</b>	<b>0</b>	<b>102</b>	<b>1228</b>	
<b>Non-Credit: Industry, Community/Individual, Personal Interest</b>																										
<b>Total Non-Credit</b>	<b>5</b>	<b>0</b>	<b>19</b>	<b>0</b>	<b>0</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>8</b>	<b>29</b>	<b>506</b>	<b>8</b>	<b>8</b>	<b>13</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>8</b>	<b>24</b>	<b>386</b>		
<b>TOTAL SKILLS TRAINING</b>	<b>53</b>	<b>32</b>	<b>51</b>	<b>6</b>	<b>9</b>	<b>16</b>	<b>4</b>	<b>6</b>	<b>10</b>	<b>157</b>	<b>260</b>	<b>1739</b>	<b>56</b>	<b>46</b>	<b>48</b>	<b>5</b>	<b>4</b>	<b>11</b>	<b>10</b>	<b>5</b>	<b>28</b>	<b>152</b>	<b>164</b>	<b>1624</b>		
<b>UNIVERSITY</b>	<b>University Credit:</b>																									
	<b>Total University Credit</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>TOTAL UNIVERSITY</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		
<b>TOTAL ENROLMENT</b>	<b>170</b>	<b>73</b>	<b>51</b>	<b>10</b>	<b>27</b>	<b>16</b>	<b>19</b>	<b>13</b>	<b>10</b>	<b>285</b>	<b>536</b>	<b>1739</b>	<b>148</b>	<b>79</b>	<b>48</b>	<b>16</b>	<b>21</b>	<b>11</b>	<b>22</b>	<b>13</b>	<b>28</b>	<b>277</b>	<b>421</b>	<b>1624</b>		

# EQUITY PARTICIPATION COMPLETERS AND GRADUATES

Program Groups		Actuals																	
		2015 - 2016									2016 - 2017								
		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
<b>BASIC EDUCATION</b>	<b>BE Credit:</b>																		
	Academic GED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Adult 12	44	3	22	2	0	2	11	1	8	49	6	28	2	0	2	12	1	7
	Adult 10	43	1	21	2	0	2	4	0	4	23	2	13	1	0	1	1	0	0
	<b>Total BE Credit</b>	<b>87</b>	<b>4</b>	<b>43</b>	<b>4</b>	<b>0</b>	<b>4</b>	<b>15</b>	<b>1</b>	<b>12</b>	<b>72</b>	<b>8</b>	<b>41</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>13</b>	<b>1</b>	<b>7</b>
	<b>BE Non-Credit:</b>																		
	Employability/Life Skills	44	32	0	0	0	0	5	3	0	29	25	0	5	4	0	2	2	0
	English Language Training	0	0	0	18	17	0	1	1	0	0	0	0	16	12	0	1	1	0
General Academic Studies	27	22	0	0	0	0	1	1	0	24	16	0	4	4	0	4	3	0	
<b>Total BE Non-Credit</b>	<b>71</b>	<b>54</b>	<b>0</b>	<b>18</b>	<b>17</b>	<b>0</b>	<b>7</b>	<b>5</b>	<b>0</b>	<b>53</b>	<b>41</b>	<b>0</b>	<b>25</b>	<b>20</b>	<b>0</b>	<b>7</b>	<b>6</b>	<b>0</b>	
<b>TOTAL BASIC EDUCATION</b>	<b>158</b>	<b>58</b>	<b>43</b>	<b>22</b>	<b>17</b>	<b>4</b>	<b>22</b>	<b>6</b>	<b>12</b>	<b>125</b>	<b>49</b>	<b>41</b>	<b>28</b>	<b>20</b>	<b>3</b>	<b>20</b>	<b>7</b>	<b>7</b>	
<b>SKILLS TRAINING</b>	<b>Institute Credit:</b>																		
	Sask Polytechnic	51	9	35	10	0	10	7	1	4	48	4	25	7	0	4	12	1	5
	Other	20	0	12	0	0	0	0	0	0	19	0	16	0	0	0	0	0	0
	<b>Total Institute Credit</b>	<b>71</b>	<b>9</b>	<b>47</b>	<b>10</b>	<b>0</b>	<b>10</b>	<b>7</b>	<b>1</b>	<b>4</b>	<b>67</b>	<b>4</b>	<b>41</b>	<b>7</b>	<b>0</b>	<b>4</b>	<b>12</b>	<b>1</b>	<b>5</b>
	<b>Industry Credit:</b>																		
	<b>Total Industry Credit</b>	<b>40</b>	<b>11</b>	<b>29</b>	<b>13</b>	<b>6</b>	<b>8</b>	<b>9</b>	<b>2</b>	<b>6</b>	<b>54</b>	<b>21</b>	<b>30</b>	<b>7</b>	<b>2</b>	<b>5</b>	<b>26</b>	<b>7</b>	<b>20</b>
<b>Non-Credit: Industry, Community/Individual, Personal Interest</b>																			
<b>Total Non-Credit</b>	<b>24</b>	<b>20</b>	<b>0</b>	<b>8</b>	<b>8</b>	<b>0</b>	<b>4</b>	<b>4</b>	<b>0</b>	<b>29</b>	<b>24</b>	<b>0</b>	<b>6</b>	<b>6</b>	<b>0</b>	<b>5</b>	<b>5</b>	<b>0</b>	
<b>TOTAL SKILLS TRAINING CREDIT</b>	<b>135</b>	<b>40</b>	<b>76</b>	<b>31</b>	<b>14</b>	<b>18</b>	<b>20</b>	<b>7</b>	<b>10</b>	<b>150</b>	<b>49</b>	<b>71</b>	<b>20</b>	<b>8</b>	<b>9</b>	<b>43</b>	<b>13</b>	<b>25</b>	
<b>UNIVERSITY</b>	<b>University Credit:</b>																		
	<b>Total University Credit</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL UNIVERSITY</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>TOTAL ENROLMENT</b>	<b>293</b>	<b>98</b>	<b>119</b>	<b>53</b>	<b>31</b>	<b>22</b>	<b>42</b>	<b>13</b>	<b>22</b>	<b>275</b>	<b>98</b>	<b>112</b>	<b>48</b>	<b>28</b>	<b>12</b>	<b>63</b>	<b>20</b>	<b>32</b>	

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).



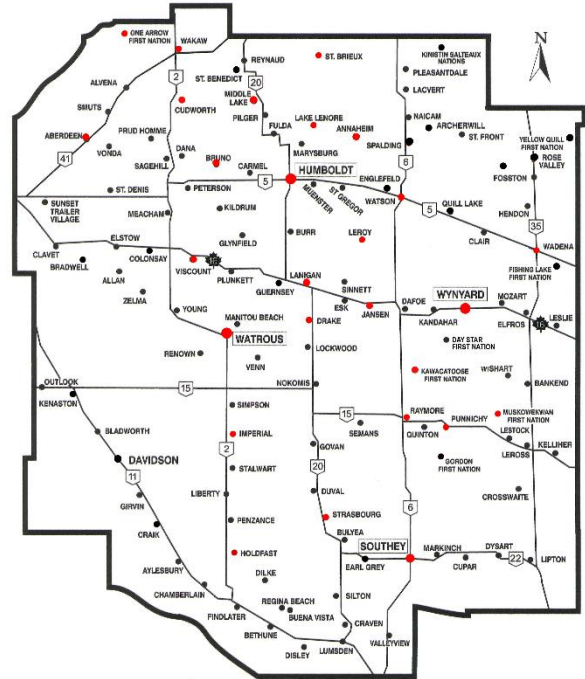
# STUDENT SUCCESS

Program Groups		Actuals																								
		2015 - 2016												2016 - 2017												
		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	
<b>BASIC EDUCATION</b>	<b>BE Credit:</b>																									
	Academic GED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Adult 12	3	0	0	28	4	0	5	0	0	13	4	0	11	2	0	36	1	0	9	0	0	23	2	0	
	Adult 10	1	0	0	23	0	0	5	0	0	12	0	0	2	0	0	14	0	0	0	0	0	12	0	0	
	<b>Total BE Credit</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>51</b>	<b>4</b>	<b>0</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>25</b>	<b>4</b>	<b>0</b>	<b>13</b>	<b>2</b>	<b>0</b>	<b>50</b>	<b>1</b>	<b>0</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>35</b>	<b>2</b>	<b>0</b>	
	<b>BE Non-Credit:</b>																									
	Employability/Life Skills	25	8	0	0	0	0	7	1	0	3	5	0	15	14	0	0	0	0	0	0	0	4	9	0	
English Language Training	0	198	0	0	0	0	0	174	0	0	1	0	0	159	0	0	0	0	0	72	0	0	1	0		
General Academic Studies	19	3	0	0	0	0	1	0	0	0	0	0	27	0	0	0	0	0	14	0	0	6	0	0		
<b>Total BE Non-Credit</b>	<b>44</b>	<b>209</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8</b>	<b>175</b>	<b>0</b>	<b>3</b>	<b>6</b>	<b>0</b>	<b>42</b>	<b>173</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14</b>	<b>72</b>	<b>0</b>	<b>10</b>	<b>10</b>	<b>0</b>		
<b>BASIC TOTAL EDUCATION</b>	<b>48</b>	<b>209</b>	<b>0</b>	<b>51</b>	<b>4</b>	<b>0</b>	<b>18</b>	<b>175</b>	<b>0</b>	<b>28</b>	<b>10</b>	<b>0</b>	<b>55</b>	<b>175</b>	<b>0</b>	<b>50</b>	<b>1</b>	<b>0</b>	<b>23</b>	<b>72</b>	<b>0</b>	<b>45</b>	<b>12</b>	<b>0</b>		
<b>SKILLS TRAINING</b>	<b>Institute Credit:</b>																									
	Sask Polytechnic	4	38	0	97	42	2	62	48	1	12	15	0	2	8	5	91	15	5	57	13	10	11	1	0	
	Other	0	0	0	14	0	0	0	0	0	0	0	0	0	0	0	19	0	0	0	0	0	19	0	0	
	<b>Total Institute Credit</b>	<b>4</b>	<b>38</b>	<b>0</b>	<b>111</b>	<b>42</b>	<b>2</b>	<b>62</b>	<b>48</b>	<b>1</b>	<b>12</b>	<b>15</b>	<b>0</b>	<b>2</b>	<b>8</b>	<b>5</b>	<b>110</b>	<b>15</b>	<b>5</b>	<b>57</b>	<b>13</b>	<b>10</b>	<b>30</b>	<b>1</b>	<b>0</b>	
	<b>Industry Credit:</b>																									
	<b>Total Industry Credit</b>	<b>0</b>	<b>101</b>	<b>180</b>	<b>0</b>	<b>52</b>	<b>1047</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>46</b>	<b>251</b>	<b>0</b>	<b>56</b>	<b>978</b>	<b>0</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Non-Credit: Industry, Community/Individual, Personal Interest</b>																										
<b>Total Non-Credit</b>	<b>5</b>	<b>29</b>	<b>489</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>24</b>	<b>386</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		
<b>TOTAL SKILLS TRAINING</b>	<b>9</b>	<b>168</b>	<b>669</b>	<b>111</b>	<b>94</b>	<b>1049</b>	<b>63</b>	<b>48</b>	<b>1</b>	<b>15</b>	<b>15</b>	<b>0</b>	<b>5</b>	<b>78</b>	<b>642</b>	<b>110</b>	<b>71</b>	<b>983</b>	<b>57</b>	<b>25</b>	<b>10</b>	<b>30</b>	<b>1</b>	<b>0</b>		
<b>UNIVERSITY</b>	<b>University Credit:</b>																									
	<b>Total University Credit</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>TOTAL UNIVERSITY</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		
<b>TOTAL ENROLMENT</b>	<b>57</b>	<b>377</b>	<b>669</b>	<b>162</b>	<b>98</b>	<b>1049</b>	<b>81</b>	<b>223</b>	<b>1</b>	<b>43</b>	<b>25</b>	<b>0</b>	<b>60</b>	<b>253</b>	<b>642</b>	<b>160</b>	<b>72</b>	<b>983</b>	<b>80</b>	<b>97</b>	<b>10</b>	<b>75</b>	<b>13</b>	<b>0</b>		

# 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 66,200, Carlton Trail College offered **252** programs/classes to **2,225** students in **33** communities during the 2016/17 programming year.

- 2016 -2017 programming locations



Location	# of Classes	# of Students	Location	# of Classes	# of Students	Location	# of Classes	# of Students
Aberdeen	2	21	Jansen	1	7	Raymore	3	31
Annaheim	2	10	Kawacatoose First Nation	1	16	Southey	6	41
Bruno	1	13	Kelvington	1	12	St. Brieux	3	40
Cudworth	1	8	Lake Lenore	1	7	St. Louis	1	4
Drake	1	20	Lanigan	4	60	Strasbourg	1	21
Foam Lake	1	24	LeRoy	1	12	Viscount	1	14
Gordon First Nation	1	12	Middle Lake	2	16	Wadena	5	85
Holdfast	1	6	Muenster	1	11	Wakaw	3	50
Humboldt	143	1039	Muskowekwan First Nation	1	8	Watrous	28	282
Imperial	1	11	One Arrow First Nation	2	13	Watson	1	7
Ituna	1	13	Punnichy	9	93	Wynyard	21	218

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

# ENROLMENT BY PROGRAM CATEGORY – HUMBOLDT

Program Groups	Actuals							
	2015 - 2016				2016 - 2017			
	Student Enrol FT	Student Enrol PT	Student Enrol Casual	FLEs	Student Enrol FT	Student Enrol PT	Student Enrol Casual	FLEs
<b>BASIC EDUCATION</b>	<b>BE Credit:12</b>							
Academic GED	0	0	0	0	0	0	0	0
Adult 12	46	10	0	54.85	55	12	0	74.08
Adult 10	19	13	0	18.98	26	1	0	26.70
<b>Total BE Credit</b>	<b>65</b>	<b>23</b>	<b>0</b>	<b>73.83</b>	<b>81</b>	<b>13</b>	<b>0</b>	<b>100.79</b>
	<b>BE Non-Credit:</b>							
Employability/Life Skills	0	9	0	1.33	0	17	0	2.39
English Language Training	1	229	0	25.69	0	218	0	32.50
General Academic Studies	20	7	0	17.50	29	8	0	20.47
<b>Total BE Non-Credit</b>	<b>21</b>	<b>245</b>	<b>0</b>	<b>44.52</b>	<b>29</b>	<b>243</b>	<b>0</b>	<b>55.36</b>
<b>TOTAL BASIC EDUCATION</b>	<b>86</b>	<b>268</b>	<b>0</b>	<b>118.35</b>	<b>110</b>	<b>256</b>	<b>0</b>	<b>156.14</b>
<b>SKILLS TRAINING</b>	<b>Institute Credit:</b>							
Sask Polytechnic	66	40	1	76.32	62	9	11	69.61
Other	0	0	0	0	0	0	0	0
<b>Total Institute Credit</b>	<b>66</b>	<b>40</b>	<b>1</b>	<b>76.32</b>	<b>62</b>	<b>9</b>	<b>11</b>	<b>69.61</b>
	<b>Industry Credit:</b>							
<b>Total Industry Credit</b>	<b>0</b>	<b>136</b>	<b>704</b>	<b>41.94</b>	<b>0</b>	<b>87</b>	<b>654</b>	<b>16.14</b>
	<b>Non-Credit: Industry, Community/Individual, Personal Interest</b>							
<b>Total Non-Credit</b>	<b>0</b>	<b>23</b>	<b>286</b>	<b>5.50</b>	<b>0</b>	<b>17</b>	<b>243</b>	<b>4.19</b>
<b>TOTAL SKILLS TRAINING</b>	<b>66</b>	<b>199</b>	<b>991</b>	<b>123.77</b>	<b>62</b>	<b>113</b>	<b>908</b>	<b>89.94</b>
<b>UNIVERSITY</b>	<b>University Credit:</b>							
<b>Total University Credit</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL UNIVERSITY</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>
<b>TOTAL ENROLMENT</b>	<b>152</b>	<b>467</b>	<b>991</b>	<b>242.12</b>	<b>172</b>	<b>369</b>	<b>908</b>	<b>246.08</b>

# ENROLMENT BY PROGRAM CATEGORY - SOUTHEY

Program Groups	Actuals								
	2015 - 2016				2016 - 2017				
	Student Enrol FT	Student Enrol PT	Student Enrol Casual	FLEs	Student Enrol FT	Student Enrol PT	Student Enrol Casual	FLEs	
<b>BASIC</b>	<b>BE Credit:</b>								
	Academic GED	0	0	0	0.00	0	0	0	0
	Adult 12	0	0	0	0.00	0	0	0	0
	Adult 10	0	0	0	0.00	0	0	0	0
	<b>Total BE Credit</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>BE Non-Credit:</b>								
	Employability/Life Skills	30	6	0	16.71	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
	<b>Total BE Non-Credit</b>	<b>30</b>	<b>6</b>	<b>0</b>	<b>16.71</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL BASIC EDUCATION</b>	<b>30</b>	<b>6</b>	<b>0</b>	<b>16.71</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>SKILLS TRAINING</b>	<b>Institute Credit:</b>								
	Sask Polytechnic	20	21	0	23.89	13	18	0	16.09
	Other	22	0	0	10.21	23	0	0	10.36
	<b>Total Institute Credit</b>	<b>42</b>	<b>21</b>	<b>0</b>	<b>34.10</b>	<b>36</b>	<b>18</b>	<b>0</b>	<b>26.45</b>
	<b>Industry Credit:</b>								
	<b>Total Industry Credit</b>	<b>0</b>	<b>0</b>	<b>90</b>	<b>1.76</b>	<b>0</b>	<b>0</b>	<b>64</b>	<b>1.47</b>
	<b>Non-Credit: Industry, Community/Individual, Personal Interest</b>								
<b>Total Non-Credit</b>	<b>8</b>	<b>1</b>	<b>72</b>	<b>3.53</b>	<b>8</b>	<b>0</b>	<b>26</b>	<b>4.37</b>	
<b>TOTAL SKILLS TRAINING</b>	<b>50</b>	<b>22</b>	<b>162</b>	<b>39.39</b>	<b>44</b>	<b>18</b>	<b>90</b>	<b>32.29</b>	
<b>UNIVERSITY</b>	<b>University Credit:</b>								
	<b>Total University Credit</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL UNIVERSITY</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	
<b>TOTAL ENROLMENT</b>	<b>80</b>	<b>28</b>	<b>162</b>	<b>56.09</b>	<b>44</b>	<b>18</b>	<b>90</b>	<b>32.29</b>	

Note: The Institute Credit programs were delivered in the Punnichy/Raymore region with support from the Southey Office.

# ENROLMENT BY PROGRAM CATEGORY – WATROUS

Program Groups		Actuals							
		2015 - 2016				2016 - 2017			
		Student Enrol FT	Student Enrol PT	Student Enrol Casual	FLEs	Student Enrol FT	Student Enrol PT	Student Enrol Casual	FLEs
<b>BASIC EDUCATION</b>	<b>BE Credit:12</b>								
	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
	<b>Total BE Credit</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>BE Non-Credit:</b>								
	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
<b>Total BE Non - Credit</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>TOTAL BASIC EDUCATION</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>SKILLS TRAINING</b>	<b>Institute Credit:</b>								
	Sask Polytechnic	29	10	0	37.26	45	5	0	33.18
	Other	0	0	0	0	0	0	0	0
	<b>Total Institute Credit</b>	<b>29</b>	<b>10</b>	<b>0</b>	<b>37.26</b>	<b>45</b>	<b>5</b>	<b>0</b>	<b>33.18</b>
	<b>Industry Credit:</b>								
	<b>Total Industry Credit</b>	<b>0</b>	<b>7</b>	<b>230</b>	<b>5.44</b>	<b>0</b>	<b>1</b>	<b>274</b>	<b>5.69</b>
	<b>Non-Credit: Industry, Community/Individual, Personal Interest</b>								
<b>Total Non - Credit</b>	<b>0</b>	<b>1</b>	<b>115</b>	<b>1.64</b>	<b>0</b>	<b>0</b>	<b>72</b>	<b>0.55</b>	
<b>TOTAL SKILLS TRAINING</b>		<b>29</b>	<b>18</b>	<b>345</b>	<b>44.34</b>	<b>45</b>	<b>6</b>	<b>346</b>	<b>39.41</b>
<b>UNIVERSITY</b>	<b>University Credit:</b>								
	<b>Total University Credit</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL UNIVERSITY</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL ENROLMENT</b>		<b>29</b>	<b>18</b>	<b>345</b>	<b>44.34</b>	<b>45</b>	<b>6</b>	<b>346</b>	<b>39.41</b>

# ENROLMENT BY PROGRAM CATEGORY – WYNYARD

Program Groups		Actuals							
		2015 - 2016				2016 - 2017			
		Student Enrol FT	Student Enrol PT	Student Enrol Casual	FLEs	Student Enrol FT	Student Enrol PT	Student Enrol Casual	FLEs
<b>BASIC EDUCATION</b>	<b>BE Credit:12</b>								
	Academic GED	0	0	0	0	0	0	0	0
	Adult 12	0	0	0	0	0	0	0	0
	Adult 10	12	2	0	11.97	0	0	0	0
	<b>Total BE Credit</b>	<b>12</b>	<b>2</b>	<b>0</b>	<b>11.97</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>BE Non-Credit:</b>								
	Employability/Life Skills	0	0	0	0	15	1	0	7.85
	English Language Training	0	0	0	0	0	0	0	0
	General Academic Studies	0	0	0	0	0	0	0	0
	<b>Total BE Non-Credit</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15</b>	<b>1</b>	<b>0</b>	<b>7.85</b>
<b>TOTAL BASIC EDUCATION</b>		<b>12</b>	<b>2</b>	<b>0</b>	<b>11.97</b>	<b>15</b>	<b>1</b>	<b>0</b>	<b>7.85</b>
<b>SKILLS TRAINING</b>	<b>Institute Credit:</b>								
	Sask Polytechnic	11	15	2	20.84	0	6	0	7.64
	Other	0	0	0	0	0	0	0	0
	<b>Total Institute Credit</b>	<b>11</b>	<b>15</b>	<b>2</b>	<b>20.84</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>7.64</b>
	<b>Industry Credit:</b>								
	<b>Total Industry Credit</b>	<b>0</b>	<b>0</b>	<b>209</b>	<b>4.36</b>	<b>0</b>	<b>12</b>	<b>238</b>	<b>7.89</b>
<b>Non-Credit: Industry, Community/Individual, Personal Interest</b>									
<b>Total Non-Credit</b>	<b>0</b>	<b>4</b>	<b>41</b>	<b>1.18</b>	<b>0</b>	<b>7</b>	<b>46</b>	<b>1.33</b>	
<b>TOTAL SKILLS TRAINING</b>		<b>11</b>	<b>19</b>	<b>252</b>	<b>26.38</b>	<b>0</b>	<b>25</b>	<b>284</b>	<b>16.86</b>
<b>UNIVERSITY</b>	<b>University Credit:</b>								
	<b>Total University Credit</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>				
<b>TOTAL UNIVERSITY</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>
<b>TOTAL ENROLMENT</b>		<b>23</b>	<b>21</b>	<b>252</b>	<b>38.35</b>	<b>15</b>	<b>26</b>	<b>284</b>	<b>24.71</b>

# 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 Economy, while some programs were delivered on a cost-recovery basis, and others offered through partnering agreements with third parties.

2016/17 did see a 23% reduction in full-load equivalences (FLEs) over the previous year. This decline, was a result of a reduction in the number of part-time programs delivered; 3 had wrapped up in 2015/16. In addition, there was a reduction in the number of contract training programs that were delivered.

## *HIGHLIGHTS*

- There continues to be a high demand for Continuing Care Assistant (CCA) and Practical Nursing (PN) graduates. Nearly all of our recent CCA grads are working in rural health care facilities or in home care within our region.
- Adding resume writing, mock interviews and a work experience component to those programs that do not have them as part of the curriculum has been very beneficial for students. For example, as result of the 2-week work placement to the Office Administration program, many students were offered jobs because of the work done during their placement; six office administration grads were hired at the Humboldt & District Hospital in the scheduling department.
- An Educational Assistant Certificate program and an Early Childhood Education Certificate program were offered on a part-time basis. The programs were delivered in the evening thereby allowing individuals to take classes to obtain certification while remaining in the workforce.
- The Security Officer Applied Certificate program was the first program offered in the newly renovated Punnichy Training Centre in 2017. After completion of the two-week work experience, the majority of the students were offered full-time employment. There is a lot of industry participation in this program, including security companies and larger employers such as BHP and the Provincial Courthouse. This program was done in partnership with Touchwood Agency Tribal Council Labour Force Development.



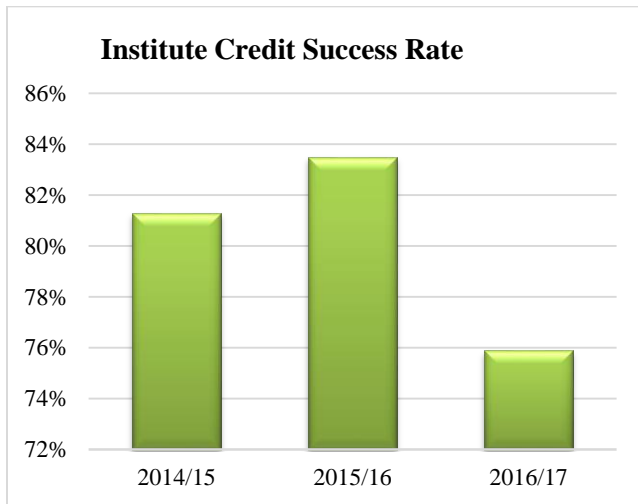
*CCA Certificate program*



*Security Officer Applied Certificate program students*

***Institute Credit Programs Delivered in 2016/17***

- Construction Worker Preparation
- Continuing Care Assistant Certificate
- Early Childhood Education Certificate
- Electrician Applied Certificate
- Educational Assistant Certificate
- Heavy Equipment Operator Applied Certificate
- Office Administration Certificate
- Plumbing & Pipefitting Applied Certificate
- Power Engineering 4<sup>th</sup> Class Technician Certificate
- Power Engineering 3<sup>rd</sup> Class Theory
- Practical Nursing Diploma
- Security Officer
- Welding Applied Certificate



*Success Rate is based on total graduates and completers*



*Welding Applied Certificate program students*



*Power Engineering Technician Certificate students*



*Office Administration Certificate students*



## ***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 2016/17, enrolments remained similar to the previous year allowing the College to maintain the increase of more than 50% achieved prior to that. There was a 35% increase in aboriginal enrolments in 2016/17 resulting in a successful completion rate of 95%. The majority of the Industry Credit programming was offered on a cost-recovery basis or through third party partnerships.

### ***HIGHLIGHTS***

- Industry credit programs, including safety training, continue to be highly sought after in the region with 1,329 individuals being trained in various areas in 2016/17.
- Over 50% 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.
- The College worked in partnership with four Indigenous communities to offer an Introduction to Masonry program for the first time in 2016/17. 50% of the students that completed were employed following the program.



### ***Industry Credit Programs Delivered in 2016/17***

- |                                      |   |
|--------------------------------------|---|
| • Babysitting Training               | • Pesticide Applicator                    |
| • Canadian Firearm & Hunter Safety   | • Power Engineering 5 <sup>th</sup> Class |
| • Canadian Restricted Firearm Safety | • Power Engineering Fireman Level         |
| • Confined Space Entry               | • PART                                    |
| • Essentials of Fire Fighting        | • Red Cross First Aid/CPR Recertification |
| • Fall Protection                    | • SCOT Construction Safety Training       |
| • Forklift Safety Operator           | • Snowmobile Safety                       |
| • Food Safe                          | • Standard First Aid/CPR with AED         |
| • Ground Disturbance                 | • TLR                                     |
| • Introduction to Masonry            | • Transportation of Dangerous Goods       |
| • H2S Alive                          | • Truck Driver Training/Air Brake         |
| • Herbicide Applicator               | • 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. 2016/17 programming saw a decrease in enrolments of 23%, a reflection of lower demand for general interest programs.



### ***BIC PROGRAMS OFFERED IN 2016/17***

- Agriculture
  - Ag Expert
  - Intro to Grain Marketing
  - Cattle Market Forum
- Business/Trades
  - Essential Skills for the Workplace
  - Transition to Employment
  - General Welding
  - Heavy Equipment Operator
  - Welding Terminology
- Computers and Technology
  - Intro to Computers for 50+
  - Intro to iPad
  - Mastering your Smart Phone
  - MS Excel
  - MS Excel - Advanced
  - Quickbooks
  - MS Word
  - Sage 50
- Health & Safety
  - Fire Extinguishers
  - Driver Training
- Ed2Go (Online)
  - Accounting
  - Building Teams that Work
  - Computer Skills for Workplace
  - Project Management
  - Quickbooks
  - Digital Photography
  - Medical Terminology
  - Microsoft Office 2016
  - Meditation
  - Mindfulness
  - Writing & Language
  - Excel
  - Global Healing Systems
  - Energy Medicine
  - MS Word
- General Interest
  - Cooking
  - Cake Decorating
  - Photography
  - Financial Basics
  - Intro to Music Notation
  - Painting
  - Quilting
  - Zumba

# 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 2016/17 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
- Five Level 1/2 (Literacy, Essential and Employability Skills) in Humboldt, One Arrow First Nation, Punnichy and Wadena
- English as a Subsequent Language (ESL) at several locations across the region

## **HIGHLIGHTS**

- The addition of Career and Work Exploration 30 to the Level 4 programs creates a work placement opportunity to help attach students to the workforce as well as to build their resume and portfolio. Several students were offered paid employment opportunities after work placements for part-time or summer employment.
- 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 a community feast, and equine training life skills.

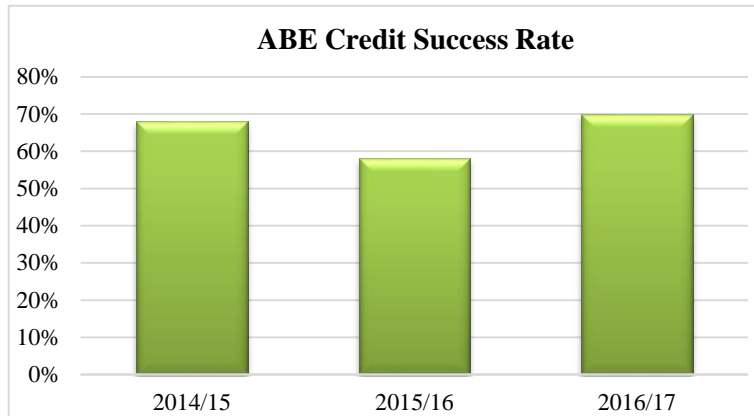
*On average, a Level 1/2 Learner participates in over 150 hours of experiential learning opportunities*

- The College hosted its 2<sup>nd</sup> annual *ABE Student Experience Day* during 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 classrooms and welding facility, listen to program instructors, and speak with current students. Students then have the opportunity to listen to a motivational speaker.

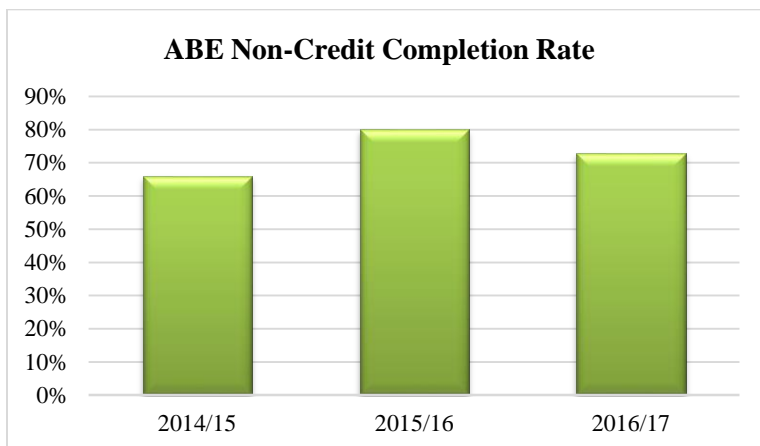


*Students participating in the ABE Student Experience Day in Humboldt*

- 2016/17 saw an increase in FLE's in ABE credit of 14.99, equivalent to a 17.4% increase over last year. ABE non-credit program also saw a modest increase over last year, of 1.97 FLE's, or 3.2%.



Success Rate is based on total graduates and completers



Does not include English Language Training

*“I knew I would learn a lot from this program but what surprised me was how much I learnt about myself”*  
 -ABE Student

## *English as a Subsequent Language: Supporting Newcomers*

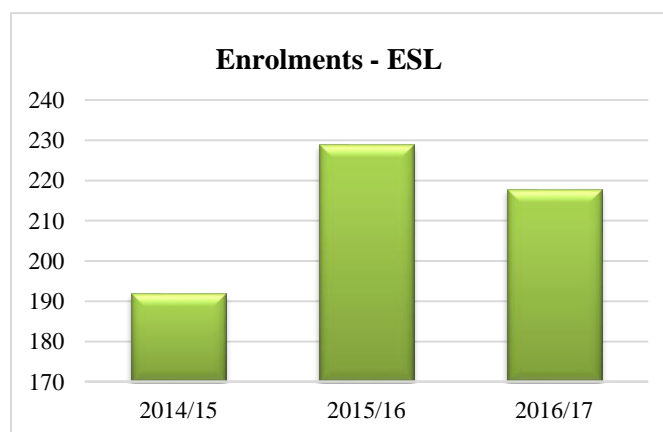
Immigration continues to be the largest growth factor for the Canadian Population. The College provides literacy services throughout our region to help transition newcomers to community life and to becoming valuable members of the workforce.

### **HIGHLIGHTS**

- Served 218 ESL learners throughout the College region.
- Completed 140 language assessments.
- The College’s volunteer tutor program hosted 13 successful matches within the region. Participants were individuals at the Canadian Language Benchmarks (CBL) 1 – 4.
- The Colleges continues to offer the Canadian Academic English Language (CAEL) assessment at its Humboldt campus.
- In partnership with Immigration, Refugees and Citizenship Canada (IRCC) and the Ministry of Economy, the college was chosen to pilot two *Drop-In Conversation* classes in order to compliment face-to-face and online instructor focusing solely on listening and speaking.



*Participants of the “At Work” English Program offered in partnership with Schulte Industries LTD.*



# STUDENT SERVICES

Our Student Service 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:

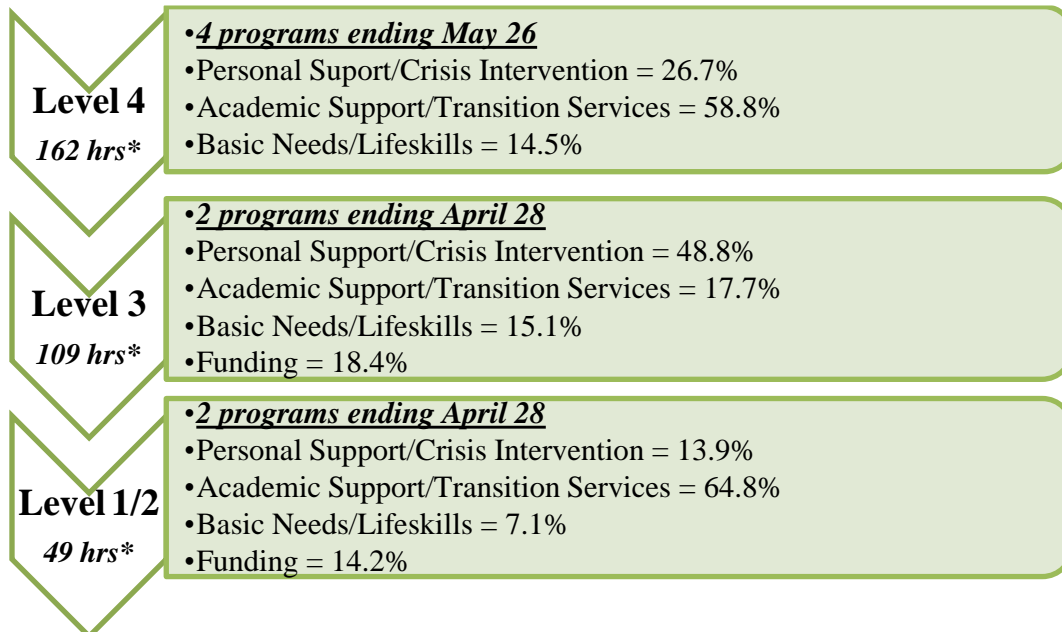
<b>Academic Advising</b>	<ul style="list-style-type: none"><li>• Program planning</li><li>• Academic progress</li><li>• Application assistance</li><li>• Academic success</li><li>• Intake and assessment</li></ul>
<b>Accessibility Services</b>	<ul style="list-style-type: none"><li>• Accommodation for documented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

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.



*ABE Level 4 Graduate and Student Service Advisor Karen MacCarville*

**Student Services Direct Client Work (% of Time Spent)  
6 Week ABE “Snapshot” from April to May 2017**



*\*Direct contact time with students with 3 student advisors (2.4 FTE).*

## 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 2016-2017, we awarded a total of \$41,500 in scholarships to deserving students. The scholarships were presented at the Student Awards supper held in Humboldt on December 15, 2016. Eighty-nine 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.



# YOUTH INTERNSHIP PROGRAM



The Youth Internship Program is an Innovation, Science and Economic Development Canada funded program designed to support Canadian youth in gaining a wide range of digital skills and to assist their transition to the labour market, making them more productive and competitive in a digital knowledge based economy. The program provides funding for young Canadians to gain employment with organizations that can provide them experience in the areas of information and communications technologies (ICT). Carlton Trail College received the contract to administer this program in Saskatchewan once again in 2016/17.

A Provincial Coordinator is based out of the Humboldt office and provides training and support for the youth interns throughout the province. 42 interns were placed at host organizations in Saskatchewan during the 2016/17 program, including the Provincial Coordinator and three Regional Coordinators. Eligible interns are between the ages of 15-30 and fall under the “Career Focus Stream”, requiring that they have demonstrated skill achievement at a post-secondary level.

In addition to the duties required by each host organization, the youth interns participate in weekly on-line training sessions facilitated by the Provincial Coordinator. They were trained on a variety of topics including: resume building, interview skills, career finding tools, social media, internet safety, internet research, computer applications, presentation skills, effective communication, leadership, goal setting, motivation and stress, and more.



In their jobs, the youth interns performed a variety of duties that were dependent on the needs of their host organizations. This included computer and internet training, social media campaigns, coding and digital gaming, event planning, office duties, website development and more. They all used ICT to enhance the operation of the organizations and communities in which they worked.



*Host organizations in 2016/2017 included Joe's Place Youth Centre, Association jeunesse fransaskoise and YWCA Saskatoon (pictured L-R)*

# **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.

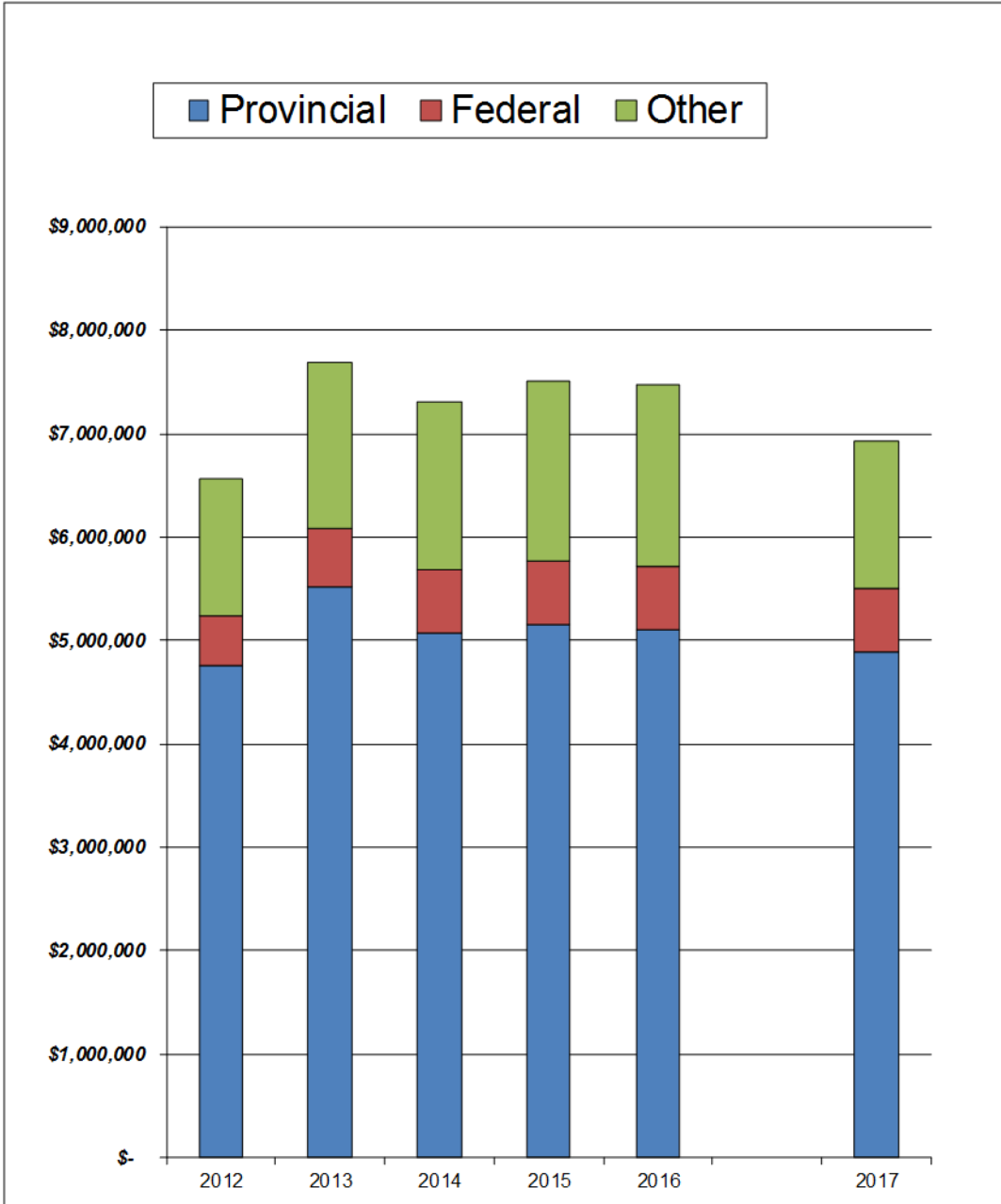
# **CARLTON TRAIL COLLEGE**

## **FINANCIAL STATEMENTS**

**JUNE 30, 2017**

**CARLTON TRAIL COLLEGE  
REVENUE ANALYSIS  
2012 - 2017**

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Provincial	\$ 4,752,645	\$ 5,523,134	\$ 5,073,448	\$ 5,161,905	\$ 5,102,986	\$ 4,895,420
Federal	482,979	566,997	603,412	610,416	612,414	602,402
Other	1,319,724	1,605,649	1,623,658	1,736,090	1,754,720	1,427,002
<b>Total</b>	<u>\$ 6,555,348</u>	<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>

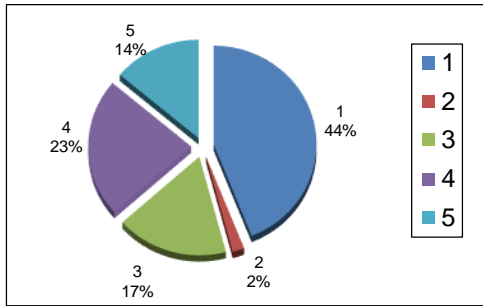


\*\*In 2013 CTRC switched to PSAB statements. 2012 figures were restated.\*\*

**CARLTON TRAIL COLLEGE**  
**Comparison of Expenditures 2012 - 2017**

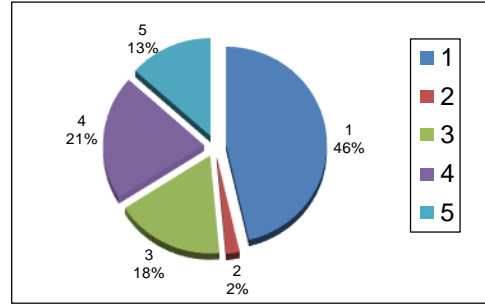
**2012**

(1) Programming	3,135,970
(2) Board	131,811
(3) Admin	1,254,656
(4) Organization	1,620,802
(5) Career Support	988,117
<b>Total</b>	<b>\$ 7,131,356</b>



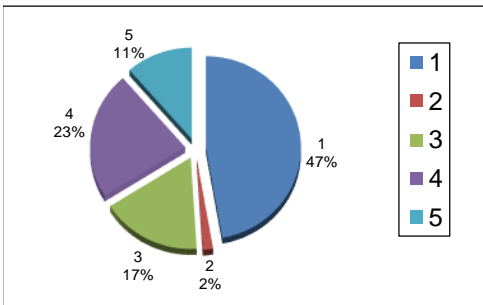
**2013**

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



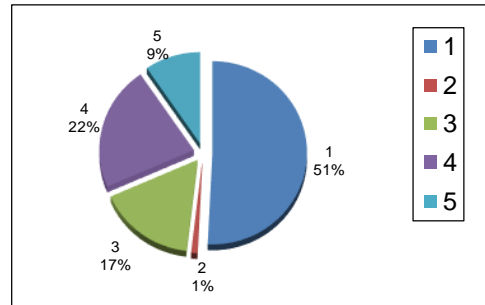
**2014**

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



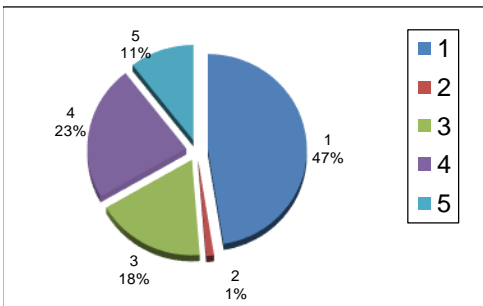
**2015**

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



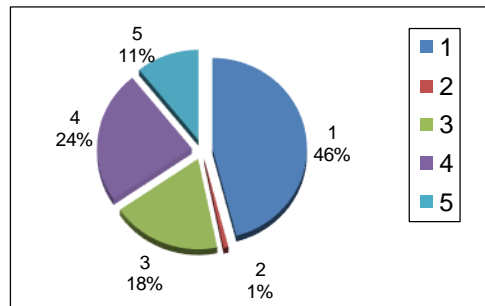
**2016**

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



**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
<b>Total</b>	<b>\$ 7,038,216</b>



\*\*In 2013 CTCR switched to PSAB statements. 2012 figures were restated.\*\*

## INDEPENDENT AUDITORS' REPORT

To the Board  
Carlton Trail College

We have audited the accompanying financial statements of Carlton Trail College, which comprise the statement of financial position as at June 30, 2017, 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.

### ***Auditors' 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 auditors' judgement, 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 controls 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, 2017, 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.

*original signed by*

\_\_\_\_\_  
E.J.C. Dudley & Co.  
Chartered Professional Accountants

Wynyard, Saskatchewan  
September 26, 2017



**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, 2017, 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, 2017, have been reported on by E.J.C. Dudley & Co. 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*

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President and CEO

*original signed by*

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VP Finance

**Carlton Trail College  
Statement of Financial Position  
as at June 30, 2017**

**Statement 1**

	June 30 2017	June 30 2016
<b>Financial Assets</b>		
Cash and cash equivalents (Note 3)	\$ 1,916,718	\$ 1,564,151
Accounts receivable (Note 4)	269,663	611,837
Inventories for resale (Note 5)	39,468	48,310
<b>Total Financial Assets</b>	2,225,849	2,224,298
<b>Liabilities</b>		
Accrued salaries and benefits (Note 6)	250,069	204,608
Accounts payable and accrued liabilities (Note 7)	130,806	36,677
Deferred revenue (Note 8)	118,788	126,071
Liability for employee future benefits (Note 9)	154,600	147,100
<b>Total Financial Liabilities</b>	654,263	514,456
<b>Net Financial Assets</b>	1,571,586	1,709,842
<b>Non-Financial Assets</b>		
Tangible capital assets (Note 10)	4,348,029	4,326,245
Prepaid expenses (Note 11)	28,903	25,824
<b>Total Non-Financial Assets</b>	4,376,932	4,352,069
<b>Accumulated Surplus</b>	\$ 5,948,518	\$ 6,061,911
<b>Accumulated Surplus is comprised of:</b>		
Accumulated surplus from operations	\$ 5,948,518	\$ 6,061,911
<b>Total Accumulated Surplus</b>	\$ 5,948,518	\$ 6,061,911

Contractual Obligations and Commitments (Note 17)

*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, 2017

**Statement 2**

	2017 Budget (Note 14)	2017 Actual	2016 Actual
<b>Revenues (Schedule 2)</b>			
Provincial government			
Grants	\$ 4,592,750	\$ 4,307,625	\$ 4,427,500
Other	426,200	587,795	675,486
Federal government			
Other	698,470	602,402	612,414
Other revenue			
Administrative recoveries	10,100	13,010	28,169
Contracts	602,200	358,327	510,324
Interest	14,700	19,662	18,678
Rents	500	3,620	1,088
Resale items	138,030	156,463	155,301
Tuition	807,265	749,742	888,853
Donations	74,000	84,180	135,978
Other	5,420	41,998	16,329
Total revenues	7,369,635	6,924,824	7,470,120
<b>Expenses (Schedule 3)</b>			
General	3,255,910	2,885,921	3,047,395
Skills training	2,225,450	1,915,362	2,232,766
Basic education	1,342,805	1,315,713	1,336,050
Services	811,805	760,720	792,991
Scholarships	93,000	160,500	112,700
Total expenses	7,728,970	7,038,217	7,521,902
Deficit for the Year from Operations	(359,335)	(113,393)	(51,782)
Accumulated Surplus, Beginning of Year	6,061,911	6,061,911	6,113,693
Accumulated Surplus, End of Year	\$ 5,702,576	\$ 5,948,518	\$ 6,061,911

*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, 2017**

	2017 Budget (Note 14)	2017 Actual	2016 Actual
<b>Net Financial Assets, Beginning of Year</b>	\$ 1,709,842	\$ 1,709,842	\$ 1,381,799
<b>Deficit for the Year from Operations</b>	(359,335)	(113,393)	(51,782)
Acquisition of tangible capital assets	(332,000)	(239,298)	(114,052)
Proceeds on disposal of tangible capital assets	-	-	50,480
Net gain on disposal of tangible capital assets	-	-	(32,038)
Amortization of tangible capital assets	402,620	217,514	363,055
Acquisition (use) of prepaid expenses	-	(3,079)	112,380
<b>Change in Net Financial Assets</b>	<u>(288,715)</u>	<u>(138,256)</u>	<u>328,043</u>
<b>Net Financial Assets, End of Year</b>	<u>\$ 1,421,127</u>	<u>\$ 1,571,586</u>	<u>\$ 1,709,842</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, 2017

**Statement 4**

	2017	2016
<b>Operating Activities</b>		
Deficit for the year from operations	\$ (113,393)	\$ (51,782)
Non-cash items included in surplus (deficit)		
Amortization of tangible capital assets	217,514	363,055
Net gain on disposal of tangible capital assets	-	(32,038)
Changes in non-cash working capital		
Decrease (increase) in accounts receivable	342,174	(41,830)
Decrease in inventories for resale	8,842	8,862
Increase (decrease) in accrued salaries and benefits	45,461	(2,010)
Increase (decrease) in accounts payable and accrued liabilities	94,129	(106,698)
Decrease in deferred revenue	(7,283)	(176,668)
Increase in Liability for Employee Future Benefits	7,500	8,300
(Increase) decrease in prepaid expenses	(3,079)	112,380
<b>Cash Provided by Operating Activities</b>	<b>591,865</b>	<b>81,571</b>
<b>Capital Activities</b>		
Cash used by Capital Activities	(239,298)	(114,052)
Proceeds on disposal of tangible capital assets	-	50,480
<b>Cash Used by Capital Activities</b>	<b>(239,298)</b>	<b>(63,572)</b>
<b>Increase in Cash and Cash equivalents</b>	<b>352,567</b>	<b>17,999</b>
<b>Cash and Cash Equivalents, Beginning of Year</b>	<b>1,564,151</b>	<b>1,546,152</b>
<b>Cash and Cash Equivalents, End of Year</b>	<b>\$ 1,916,718</b>	<b>\$ 1,564,151</b>

*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, 2017**

**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 Colleges 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 for government reporting entities. The accounting standards followed for government not-for-profit organizations is the CPA Canada Public Sector Accounting (PSA) Handbook.

**(a) College Reporting Entity**

The financial statements include all of the assets, liabilities, revenues and expenses of the College reporting entity.

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

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

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

- the liability for employee future benefits of \$154,600 (June 30, 2016 - \$147,000) 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.

### **(c) 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, 2017 and June 30, 2016, 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.

### **(d) Financial Assets**

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

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

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

**(e) Liabilities**

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

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

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

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



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

**(f) Non-Financial Assets**

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

**Tangible Capital Assets** have useful lives extending beyond the accounting period, are used by the College to provide services to the public and are not intended for sale in the ordinary course of operations. Tangible capital assets are recorded at cost and include all costs directly attributable to the acquisition, design, construction, development, installation and betterment of the tangible capital asset.

The 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
Leasehold improvements	Term of lease or useful life
Leased capital assets	Term of lease or useful life

During the year, a change in the estimated useful life of buildings from 20 years to a range of 20 to 50 years occurred. This is more representative of useful life estimates used by other government agencies. It is also more reflective of the useful life of new construction verses purchase and renovation of an older building. This change affected two buildings and was treated as a change in estimate. The change was treated prospectively at July 1, 2016.

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.

**(g) 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.

**(h) Revenue Recognition**

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

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

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

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

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

**(i) Expenses**

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

**(j) Contingent liabilities**

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

**3. CASH AND CASH EQUIVALENTS**

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

	June 30 2017	June 30 2016
Cash and bank deposits	\$ 1,916,718	\$ 1,564,151
<b>Cash and cash equivalents</b>	<b>\$ 1,916,718</b>	<b>\$ 1,564,151</b>

#### 4. ACCOUNTS RECEIVABLE

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

	June 30 2017	June 30 2016
Provincial government:		
Advanced Education/Economy	\$ 543	\$ (290)
Other	51,085	114,250
Federal government	59,990	284,072
Other receivables	158,045	213,805
	<u>269,663</u>	<u>611,837</u>
Less: Allowance for doubtful accounts	-	-
<b>Accounts receivable, net of allowances</b>	<b>\$ 269,663</b>	<b>\$ 611,837</b>

#### 5. INVENTORIES FOR RESALE

	June 30 2017	June 30 2016
Text books and course materials	\$ 39,498	\$ 48,310
<b>Inventories for resale</b>	<b>\$ 39,498</b>	<b>\$ 48,310</b>

#### 6. ACCRUED SALARIES AND BENEFITS

	June 30 2017	June 30 2016
Accrued employee benefits	\$ 56,702	\$ 20,096
Accrued vacation pay	193,367	184,512
<b>Accrued salaries and benefits</b>	<b>\$ 250,069</b>	<b>\$ 204,608</b>

#### 7. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	June 30 2017	June 30 2016
Trade Payables	\$ 130,806	\$ 36,677
<b>Accounts payable and accrued liabilities</b>	<b>\$ 130,806</b>	<b>\$ 36,677</b>

## 8. DEFERRED REVENUE

	June 30 2016	Addition during the year	Revenue recognized in the year	June 30 2017
Other deferred revenue:				
First Nations	\$ 126,071	\$ -	\$ 42,073	\$ 83,998
Labour Market Services - Contracts	-	12,250	-	12,250
Tuition Deposits	-	25,860	3,320	22,540
<b>Deferred revenue</b>	<b>\$ 126,071</b>	<b>\$ 38,110</b>	<b>\$ 45,393</b>	<b>\$ 118,788</b>

## 9. LIABILITY FOR EMPLOYEE FUTURE BENEFITS

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

Details of the employee future benefits are as follows:

	June 30 2017	June 30 2016
Actuarial valuation (extrapolation) date	(30-Jun-2017)	(30-Jun-2016)
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 2017	June 30 2016
<b>Liability for Employee Future Benefits</b>		
<b>Accrued Benefit Obligation - beginning of year</b>	<b>\$ 147,100</b>	<b>\$ 138,800</b>
Current period benefit cost	28,100	26,800
Interest cost	2,500	2,800
Benefit payments	(21,600)	(21,700)
Actuarial gains / losses	(18,200)	3,300
Plan amendments	(1,500)	400
<b>Accrued Benefit Obligation - end of year</b>	<b>136,400</b>	<b>150,400</b>
<b>Unamortized Net Actuarial Gains / Losses</b>	<b>18,200</b>	<b>(3,300)</b>
<b>Liability for Employee Future Benefits</b>	<b>\$ 154,600</b>	<b>\$ 147,100</b>

	June 30 2017	June 30 2016
<b>Employee Future Benefits Expense</b>		
Current period benefit cost	\$ 28,100	\$ 26,800
Amortization of net actuarial gain / loss	(1,500)	400
<b>Benefit cost</b>	<b>26,600</b>	<b>27,200</b>
<b>Interest cost on unfunded employee future benefits obligation</b>	<b>2,500</b>	<b>2,800</b>
<b>Total Employee Future Benefits Expense</b>	<b>\$ 29,100</b>	<b>\$ 30,000</b>

## 10. TANGIBLE CAPITAL ASSETS

	Buildings	Machinery and Equipment	Office Equipment	Office Furniture	Vehicles	Leasehold Improv	2017	2016
<b>Tangible Capital Assets - at Cost:</b>								
Opening Balance at Start of Year	\$ 849,818	\$ 509,613	\$ 988,036	\$ 329,175	\$ 227,353	\$ 4,952,459	\$ 7,856,454	\$ 7,778,096
Additions/Purchases	200,873	14,693	23,732	-	-	-	239,298	114,052
Disposals	-	-	-	-	-	-	-	(35,694)
<b>Closing Balance at End of Year</b>	<b>1,050,691</b>	<b>524,306</b>	<b>1,011,768</b>	<b>329,175</b>	<b>227,353</b>	<b>4,952,459</b>	<b>8,095,752</b>	<b>7,856,454</b>
<b>Tangible Capital Assets - Amortization:</b>								
Opening Balance at Start of Year	465,699	437,252	983,728	176,803	94,287	1,372,440	3,530,209	3,184,406
Amortization of the Period	25,759	13,434	4,991	26,888	40,109	106,333	217,514	363,055
Disposals	-	-	-	-	-	-	-	(17,252)
<b>Closing Balance at End of Year</b>	<b>491,458</b>	<b>450,686</b>	<b>988,719</b>	<b>203,691</b>	<b>134,396</b>	<b>1,478,773</b>	<b>3,747,723</b>	<b>3,530,209</b>
<b>Net Book Value:</b>								
Opening Balance at Start of Year	384,119	72,361	4,308	152,372	133,066	3,580,019	4,326,245	4,593,690
Closing Balance at End of Year	559,233	73,620	23,049	125,484	92,957	3,473,686	4,348,029	4,326,245
<b>Change in Net Book Value</b>	<b>175,114</b>	<b>1,259</b>	<b>18,741</b>	<b>(26,888)</b>	<b>(40,109)</b>	<b>(106,333)</b>	<b>21,784</b>	<b>(267,445)</b>

## 11. PREPAID EXPENSES

	June 30 2017	June 30 2016
Rent	\$ 16,097	\$ 15,781
Agency Contracts	-	1,832
Photocopiers	2,456	2,106
Other	10,350	6,105
<b>Prepaid expenses</b>	<b>\$ 28,903</b>	<b>\$ 25,824</b>

## 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:

	2017	2016
Number of active College members	2	3
Member contribution rate (percentage of salary)	11.3-13.5%	10.2-12.4%
Member contributions for the year	\$ 18,974	\$ 23,444

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:

	2017	2016
Number of active College members	67	65
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	\$ 242,010	\$ 236,290
College contributions for the year	\$ 242,010	\$ 236,290

**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:

	2017	2016
Number of active College members	1	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	\$11,210
College contributions for the year	\$1,893	\$11,210

### 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, 2017, and June 30, 2016, was:

	June 30, 2017		June 30, 2016	
	Accounts Receivable	Allowance of Doubtful Accounts	Accounts Receivable	Allowance of Doubtful Accounts
Current	\$133,012	-	\$527,046	-
30-60 days	136,409	-	1,925	-
60-90 days	(350)	-	(7,150)	-
Over 90 days	592	-	90,016	-
Total	\$269,663	-	\$611,837	-
Net	\$269,663		\$611,837	

#### 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, 2017	
	Within 6 months	6 months to 1 year
Accrued salaries and benefits	\$ 134,049	\$ 116,020
Accounts payable and accrued liabilities	\$ 128,235	\$ 2,571
Total	\$ 262,284	\$ 118,591

### 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, 2017.

## 14. BUDGET FIGURES

Budget figures included in the financial statements were approved by the Board on June 27, 2016, and the Minister of Advanced Education on July 28, 2016.

## 15. RELATED PARTIES

These financial statements include transactions with related parties. The College is related to all Government of Saskatchewan ministries, agencies, boards, school divisions, health authorities, colleges and crown corporations under the common control of the Government of Saskatchewan. The College is also related to non-Crown enterprises that the Government jointly controls or significantly influences. In addition, the College is related to other non-Government organizations by virtue of its economic interest in these organizations.

(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>June 30</u>
	<u>2017</u>	<u>2016</u>
<b>Revenues:</b>		
<i>Horizon School Division #205</i>	345,617	474,957
<i>Ministry of Advanced Education/Economy</i>	4,540,704	4,682,126
<i>Ministry of Finance</i>	1,857	63,694
<i>Other Regional Colleges</i>	31,605	10,752
<i>Prairie Spirit School Division</i>	18,710	28,065
<i>Prairie Valley School Division</i>	405	372
<i>Saskatchewan Government Insurance</i>	-	28,039
<i>Saskatoon Health Region</i>	5,156	45,995
<i>Saskatchewan Rivers Public School Division</i>	-	3,993
<i>Other Related Parties</i>	26,892	23,293
	<b>\$ 4,970,946</b>	<b>\$ 5,361,286</b>
<b>Expenses:</b>		
<i>Association of Saskatchewan Regional Colleges</i>	\$ 17,141	\$ 30,363
<i>Horizon School Division #205</i>	89,835	107,007
<i>Ministry of Central Services</i>	16,555	27,571
<i>Ministry of Finance</i>	3,162	-
<i>SaskEnergy</i>	10,083	10,215
<i>SaskPower</i>	13,550	12,521
<i>SaskTel / Sask Mobility</i>	45,993	45,609
<i>Saskatchewan Workers Compensation Board</i>	13,881	14,635
<i>Saskatchewan Polytechnic</i>	427,763	480,742
<i>Tourism Saskatchewan</i>	7,875	38,600
<i>Other Related Parties</i>	26,468	17,277
	<b>\$ 672,306</b>	<b>\$ 784,540</b>

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

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 2016	Addition during the year	Reductions during the year	June 30 2017
<b>Invested in Tangible Capital Assets:</b>				
Net Book Value of Tangible Capital Assets	\$ 4,326,245	\$ 239,298	\$ 217,514	\$ 4,348,029
	<b>4,326,245</b>	<b>239,298</b>	<b>217,514</b>	<b>4,348,029</b>
<b>Internally Restricted Operating Surplus:</b>				
<b>Capital Projects:</b>				
<i>Punnichy Training Centre</i>	235,000	-	200,873	34,127
<i>Sustaining Capital Funding</i>	22,000	16,000	38,000	-
	<b>257,000</b>	<b>16,000</b>	<b>238,873</b>	<b>34,127</b>
<b>Other:</b>				
<i>Information Technology</i>	65,000	50,000	-	115,000
<i>Online registration/content management software</i>	50,000	-	-	50,000
<i>Accounting software upgrades and enhancements</i>	-	50,000	-	50,000
<i>Learning Enhanced Technology</i>	18,617	-	-	18,617
<i>Professional Development</i>	63,877	19,449	23,253	60,073
<i>Vehicles</i>	88,732	65,000	-	153,732
<i>Scholarship</i>				
<i>BHP Billiton</i>	108,596	65,564	85,000	89,160
<i>Saskatchewan Innovation and Opportunity</i>	161,059	29,787	41,500	149,346
<i>Other (targeted programming funds)</i>				
<i>Learner support costs</i>				
<i>- LMA Funding</i>	38,085	-	38,085	-
<i>Programming</i>				
<i>- Early Childhood Education</i>	52,771	-	21,625	31,146
<i>- English as a Second Language</i>	77,957	123,636	135,717	65,876
<i>- Skills Training Allocation</i>	13,801	1,024,688	828,300	210,189
<i>- ABE Credit</i>	154,560	237,750	237,750	154,560
<i>- ABE on Reserve</i>	84,585	467,451	467,451	84,585
	<b>977,640</b>	<b>2,133,325</b>	<b>1,878,681</b>	<b>1,232,284</b>
<b>Unrestricted Operating Surplus</b>	<b>501,026</b>	<b>14,477</b>	<b>181,425</b>	<b>334,078</b>
<b>Total Accumulated Surplus</b>	<b>\$ 6,061,911</b>	<b>\$ 2,403,100</b>	<b>\$ 2,516,493</b>	<b>\$ 5,948,518</b>

The purpose and nature of each Internally Restricted 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.
- b) Information Technology - Replacement of two key photocopiers in 2017/18 and the balance for IT equipment (server, networking appliances and computers for staff/students).
- c) Online Registration/Content Management Software – purchase and implementation of online registration software and Client Relationship Management software.
- d) Accounting Software Upgrades and Enhancements – Current accounting software was last updated in 2013. This will need to be upgraded soon and, at that time if funds allow, some enhancements such as payroll and human resources will be added.
- e) Learning Enhanced Technology – smart boards, video conference, technology to aid in the classroom.
- f) Professional Development – 1% of staff salary placed into a reserve to provide training. Each employee can accrue up to three years of PD.
- g) Vehicles – purchase of two new College vehicles in 2017/18 and two in 2018/19. Plus an annual allocation of \$15,000 for future vehicle needs.
- h) BHP Billiton – The College administers scholarships funded by BHP Billiton.
- i) Saskatchewan Innovation and Opportunity Scholarships – College generated scholarship funds along with matching funds from the Ministry.
- j) Early Childhood Education – special funding provided by Ministry to address the need for new daycare spots in the province.
- k) English as a Second Language – Funds received from Ministry to provide English language training for immigrants.
- l) Skills Training Allocation – funds targeted by Ministry to provide skills training.
- m) ABE On-Reserve – funds targeted by Ministry to provide On-Reserve adult basic education.
- n) ABE Credit – funds targeted by Ministry to provide adult basic education.

## 17. CONTRACTUAL OBLIGATIONS AND COMMITMENTS

	Operating Leases		
	Office Rental	Copier Leases	Total Operating
<b>Future minimum lease payments:</b>			
2018	\$ 175,514	\$ 8,304	\$ 183,818
2019	118,242	3,475	121,717
2020	91,090	2,442	93,532
2021	93,367	1,283	94,650
2022	95,701	-	95,701
	573,914	15,504	589,418
<b>Interest and executory costs</b>	-	-	-
<b>Total Lease Obligations</b>	<b>\$ 573,914</b>	<b>\$ 15,504</b>	<b>\$ 589,418</b>

## 18. OFFICE CLOSURE

To best meet our on-going client needs, a strategic realignment of resources was required. Operations at our Southey office ceased as of June 30, 2017 as part of the realignment.

## Schedule 1

**Carlton Trail College**  
**Schedule of Revenues and Expenses by Function**  
**for the year ended June 30, 2017**

	2017 Actual						2017		2017	2016	
	General	Skills Training		Basic Education		Services		Scholarships			
		Credit	Non-credit	Credit	Non-credit	Learner Support	Counsel				
								<b>Actual</b>	Budget	Actual	
<b>Revenues (Schedule 2)</b>											
Provincial government	\$ 2,232,157	\$ 1,125,131	\$ -	\$ 673,087	\$ 573,335	\$ 122,730	\$ 134,980	\$ 34,000	\$ 4,895,420	\$ 5,018,950	\$ 5,102,986
Federal government	-	-	-	-	194,479	407,923	-	-	602,402	698,470	612,414
Other	26,650	1,060,767	91,568	6,933	129,545	16,293	-	95,246	1,427,002	1,652,215	1,754,720
<b>Total Revenues</b>	<b>2,258,807</b>	<b>2,185,898</b>	<b>91,568</b>	<b>680,020</b>	<b>897,359</b>	<b>546,946</b>	<b>134,980</b>	<b>129,246</b>	<b>6,924,824</b>	<b>7,369,635</b>	<b>7,470,120</b>
<b>Expenses (Schedule 3)</b>											
Agency contracts	-	464,436	33,564	1,405	103,584	6,858	-	-	609,847	870,350	771,061
Amortization	217,514	-	-	-	-	-	-	-	217,514	402,620	363,055
Equipment	55,523	42,325	8,674	5,417	25,895	1,322	-	-	139,156	138,260	230,503
Facilities	99,864	158,664	531	46,344	12,087	-	-	-	317,490	313,045	320,629
Information technology	45,399	1,873	-	2,436	8,028	12,607	774	-	71,117	49,955	43,164
Operating	321,044	274,442	9,299	58,909	121,326	15,616	9,948	160,500	971,085	1,111,740	927,830
Personal services	2,146,577	906,933	14,621	476,464	453,818	553,999	159,596	-	4,712,008	4,843,000	4,865,660
<b>Total Expenses</b>	<b>2,885,921</b>	<b>1,848,673</b>	<b>66,689</b>	<b>590,975</b>	<b>724,738</b>	<b>590,402</b>	<b>170,318</b>	<b>160,500</b>	<b>7,038,217</b>	<b>7,728,970</b>	<b>7,521,902</b>
<b>Surplus (Deficit) for the year</b>	<b>\$ (627,114)</b>	<b>\$ 337,225</b>	<b>\$ 24,879</b>	<b>\$ 89,045</b>	<b>\$ 172,621</b>	<b>\$ (43,456)</b>	<b>\$ (35,338)</b>	<b>\$ (31,254)</b>	<b>\$ (113,393)</b>	<b>\$ (359,335)</b>	<b>\$ (51,782)</b>

## Schedule 2

**Carlton Trail College**  
**Schedule of Revenues by Function**  
**for the year ended June 30, 2017**

	2017 Revenues Actual							2017 Total Revenues Actual	2017 Total Revenues Budget	2016 Total Revenues Actual	
	General	Skills Training		Basic Education		Services					Scholarships
		Credit	Non-credit	Credit	Non-credit	Learner Support	Counsel				
<b>Provincial Government</b>											
Advanced Education/ Economy											
Operating grants	\$ 2,198,390	\$ -	\$ -	\$ -	\$ -	\$ 104,730	\$ 134,980	\$ -	\$ 2,438,100	\$ 2,510,900	\$ 2,497,200
Program grants	-	1,024,688	-	450,631	378,206	-	-	-	1,853,525	1,824,850	1,673,300
Capital grants	16,000	-	-	-	-	-	-	-	16,000	257,000	257,000
	2,214,390	1,024,688	-	450,631	378,206	104,730	134,980	-	4,307,625	4,592,750	4,427,500
Contracts	-	-	-	-	170,129	18,000	-	-	188,129	218,000	249,535
	2,214,390	1,024,688	-	450,631	548,335	122,730	134,980	-	4,495,754	4,810,750	4,677,035
Other provincial	17,767	100,443	-	222,456	25,000	-	-	34,000	399,666	208,200	425,951
<b>Total Provincial</b>	<b>2,232,157</b>	<b>1,125,131</b>	<b>-</b>	<b>673,087</b>	<b>573,335</b>	<b>122,730</b>	<b>134,980</b>	<b>34,000</b>	<b>4,895,420</b>	<b>5,018,950</b>	<b>5,102,986</b>
<b>Federal Government</b>											
Program grants	-	-	-	-	194,479	407,923	-	-	602,402	623,470	611,814
Capital Grants	-	-	-	-	-	-	-	-	-	75,000	-
	-	-	-	-	194,479	407,923	-	-	602,402	698,470	611,814
Other Federal	-	-	-	-	-	-	-	-	-	-	600
<b>Total Federal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>194,479</b>	<b>407,923</b>	<b>-</b>	<b>-</b>	<b>602,402</b>	<b>698,470</b>	<b>612,414</b>
<b>Other Revenue</b>											
Admin recovery	3,738	172	-	-	-	-	-	9,100	13,010	10,100	28,169
Contracts	-	246,366	6,160	5,602	100,199	-	-	-	358,327	602,200	510,324
Interest	17,696	-	-	-	-	-	-	1,966	19,662	14,700	18,678
Rents	350	870	-	-	2,400	-	-	-	3,620	500	1,088
Resale items	-	152,679	3,398	100	286	-	-	-	156,463	138,030	155,301
Tuitions	-	651,439	82,010	-	-	16,293	-	-	749,742	807,265	888,853
Donations	-	-	-	-	-	-	-	84,180	84,180	74,000	135,978
Other	4,866	9,241	-	1,231	26,660	-	-	-	41,998	5,420	16,329
<b>Total Other</b>	<b>26,650</b>	<b>1,060,767</b>	<b>91,568</b>	<b>6,933</b>	<b>129,545</b>	<b>16,293</b>	<b>-</b>	<b>95,246</b>	<b>1,427,002</b>	<b>1,652,215</b>	<b>1,754,720</b>
<b>Total Revenues</b>	<b>\$ 2,258,807</b>	<b>\$ 2,185,898</b>	<b>\$ 91,568</b>	<b>\$ 680,020</b>	<b>\$ 897,359</b>	<b>\$ 546,946</b>	<b>\$ 134,980</b>	<b>\$ 129,246</b>	<b>\$ 6,924,824</b>	<b>\$ 7,369,635</b>	<b>\$ 7,470,120</b>

Carlton Trail College  
 Schedule of Expenses by Function  
 for the year ended June 30, 2017

	2017 Expenses Actual							2017 Total Expenses Actual	2017 Total Expenses Budget	2016 Total Expenses Actual	
	General (Schedule 4)	Skills Training		Basic Education		Services					Scholarships
		Credit	Non-credit	Credit	Non-credit	Learner Support	Counsel				
<b>Agency Contracts</b>											
Contracts	\$ -	\$ 464,436	\$ 33,564	\$ 1,405	\$ 103,584	\$ 6,858	\$ -	\$ -	\$ 609,847	\$ 870,350	\$ 771,061
Instructors	-	-	-	-	-	-	-	-	-	-	-
	-	464,436	33,564	1,405	103,584	6,858	-	-	609,847	870,350	771,061
<b>Amortization</b>	217,514	-	-	-	-	-	-	-	217,514	402,620	363,055
<b>Equipment</b>											
Equipment (non-capital)	3,711	2,291	-	1,300	25,875	1,322	-	-	34,499	23,075	43,246
Rental	27,639	33,033	8,674	3,702	(799)	-	-	-	72,249	90,035	149,493
Repairs and maintenance	24,173	7,001	-	415	819	-	-	-	32,408	25,150	37,764
	55,523	42,325	8,674	5,417	25,895	1,322	-	-	139,156	138,260	230,503
<b>Facilities</b>											
Building supplies	1,196	1,663	-	2,705	411	-	-	-	5,975	5,915	6,474
Grounds	3,015	1,932	-	685	-	-	-	-	5,632	2,850	5,069
Janitorial	19,183	29,427	-	7,272	800	-	-	-	56,682	51,590	58,772
Rental	48,363	105,479	531	30,779	10,343	-	-	-	195,495	208,090	202,291
Repairs & maintenance building	20,639	867	-	217	533	-	-	-	22,256	18,100	17,504
Utilities	5,821	18,114	-	4,335	-	-	-	-	28,270	26,500	26,859
Security & Alarm Systems	1,647	1,182	-	351	-	-	-	-	3,180	-	3,660
	99,864	158,664	531	46,344	12,087	-	-	-	317,490	313,045	320,629
<b>Information Technology</b>											
Computer services	22,868	-	-	-	-	9,883	-	-	32,751	18,220	20,534
Data communications	4,124	-	-	-	-	-	-	-	4,124	1,600	2,147
Equipment (non-capital)	7,067	1,649	-	1,365	1,075	1,375	774	-	13,305	3,450	6,394
Materials & supplies	907	224	-	-	-	20	-	-	1,151	4,000	3,193
Rental	1,676	-	-	-	-	-	-	-	1,676	1,260	1,467
Repairs & maintenance	-	-	-	-	-	-	-	-	-	400	-
Software (non-capital)	8,757	-	-	1,071	6,963	1,329	-	-	18,110	21,025	9,429
	45,399	1,873	-	2,436	8,028	12,607	774	-	71,117	49,955	43,164
<b>Operating</b>											
Advertising	24,953	7,759	1,722	432	4,919	1,047	-	-	40,832	88,915	48,036
Association fees & dues	17,580	-	-	-	290	-	350	-	18,220	28,200	28,820
Bad debts	106	-	-	-	-	-	-	-	106	-	-
Financial services	12,146	-	-	-	-	-	-	-	12,146	12,985	11,731
In-service (includes PD)	25,194	-	-	1,050	2,795	-	114	-	29,153	39,700	39,771
Insurance	40,991	385	-	-	-	-	-	-	41,376	40,055	38,964
Materials & supplies	18,263	44,384	1,609	40,794	71,662	3,135	5,220	-	185,067	264,775	138,503
Postage, freight & courier	18,550	1,244	88	15	-	245	136	-	20,278	29,040	26,278
Printing & copying	28,602	116	-	-	410	421	106	-	29,655	41,175	29,356
Professional services	36,479	-	-	-	14,480	7,585	-	-	58,544	97,705	60,054
Resale items	777	170,276	2,840	-	151	-	-	-	174,044	133,260	150,590
Subscriptions	3,608	400	-	-	326	-	-	-	4,334	6,670	5,046
Telephone & fax	45,102	7,349	-	4,445	3,744	2,078	1,743	-	64,461	66,710	60,420
Travel	43,924	22,978	3,026	3,391	15,463	1,105	2,279	-	92,156	139,235	139,097
Other	4,769	19,551	14	8,782	7,096	-	-	160,500	200,712	125,315	155,174
	321,044	274,442	9,299	58,909	121,326	15,616	9,948	160,500	971,085	1,111,740	927,830
<b>Personal Services</b>											
Employee benefits	333,176	113,908	1,044	42,585	66,780	45,242	27,109	-	631,824	688,100	650,305
Honoraria	19,183	150	-	-	-	-	-	-	19,333	29,045	25,299
Salaries	1,785,258	792,875	13,577	433,879	385,058	508,757	132,487	-	4,051,891	4,125,855	4,190,056
Other	8,960	-	-	-	-	-	-	-	8,960	-	-
	2,146,577	906,933	14,621	476,464	453,818	553,999	159,596	-	4,712,008	4,843,000	4,865,660
<b>Total Expenses</b>	\$ 2,885,921	\$ 1,848,673	\$ 66,689	\$ 590,975	\$ 724,738	\$ 590,402	\$ 170,318	\$ 160,500	\$ 7,038,217	\$ 7,728,970	\$ 7,521,902



## Schedule 4

**Carlton Trail College**  
**Schedule of General Expenses by Functional Area**  
**for the year ended June 30, 2017**

	2017 General Actual				2017	2017	2016
	Governance	Operating and Administration	Facilities and Equipment	Information Technology	Total General Actual	Total General Budget	Total General Actual
<b>Agency Contracts</b>							
Contracts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 490
Instructors	-	-	-	-	-	-	-
	-	-	-	-	-	-	490
<b>Amortization</b>	-	-	217,514	-	217,514	402,620	363,055
<b>Equipment</b>							
Equipment (non-capital)	626	2,869	-	216	3,711	9,300	7,748
Rental	-	27,639	-	-	27,639	34,750	28,645
Repairs and maintenance	-	24,173	-	-	24,173	24,550	26,485
	626	54,681	-	216	55,523	68,600	62,878
<b>Facilities</b>							
Building supplies	-	-	1,196	-	1,196	1,000	917
Grounds	-	-	3,015	-	3,015	1,950	3,368
Janitorial	-	-	19,173	10	19,183	19,340	18,649
Rental	610	-	47,753	-	48,363	56,400	49,391
Repairs & maintenance building	-	-	20,639	-	20,639	9,500	9,695
Utilities	-	-	5,821	-	5,821	3,000	1,631
Security & alarm systems	-	-	1,647	-	1,647	-	1,783
	610	-	99,244	10	99,864	91,190	85,434
<b>Information Technology</b>							
Computer services	-	5,245	-	17,623	22,868	5,720	7,527
Data communications	-	2,987	-	1,137	4,124	500	1,263
Equipment (non-capital)	-	5,250	-	1,817	7,067	2,000	3,982
Materials & supplies	-	100	-	807	907	2,500	1,899
Rental	-	1,676	-	-	1,676	1,260	1,467
Software (non-capital)	-	3,433	-	5,324	8,757	18,830	7,210
	-	18,691	-	26,708	45,399	30,810	23,348
<b>Operating</b>							
Advertising	3,244	21,709	-	-	24,953	66,965	36,925
Association fees & dues	7,652	9,928	-	-	17,580	26,975	26,109
Bad debts	-	106	-	-	106	-	-
Financial services	-	12,146	-	-	12,146	12,985	11,731
In-service (includes PD)	2,456	22,668	-	70	25,194	32,200	33,416
Insurance	-	40,991	-	-	40,991	39,555	38,538
Materials & supplies	883	17,374	-	6	18,263	37,875	26,879
Postage, freight & courier	-	18,503	-	47	18,550	27,735	23,543
Printing & copying	45	28,557	-	-	28,602	38,995	28,172
Professional services	-	33,279	-	3,200	36,479	60,860	50,639
Resale items	-	777	-	-	777	-	-
Subscriptions	-	3,608	-	-	3,608	5,920	4,459
Telephone & fax	-	44,231	-	871	45,102	48,080	42,316
Travel	14,648	27,519	-	1,757	43,924	71,240	69,705
Other	953	3,816	-	-	4,769	5,800	6,178
	29,881	285,212	-	5,951	321,044	475,185	398,610
<b>Personal Services</b>							
Employee benefits	326	298,304	-	34,546	333,176	348,305	331,348
Honoraria	19,183	-	-	-	19,183	26,545	24,999
Salaries	-	1,588,368	-	196,890	1,785,258	1,812,655	1,757,233
Other	8,960	-	-	-	8,960	-	-
	28,469	1,886,672	-	231,436	2,146,577	2,187,505	2,113,580
<b>Total General Expenses</b>	\$ 59,586	\$ 2,245,256	\$ 316,758	\$ 264,321	\$ 2,885,921	\$ 3,255,910	\$3,047,395