

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

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## **Multiyear Business Plan**

**2016 - 2019**



# CARLTON TRAIL COLLEGE

## MULTIYEAR BUSINESS PLAN

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## EXECUTIVE SUMMARY

The Multiyear Business Plan covers the three-year period from July 1, 2016 to June 30, 2019.

The plan begins with the Vision, Mission and Guiding Principles adopted by the Carlton Trail College Board of Directors and provides an overview of the College's major goals against the backdrop of the goals of the Government of Saskatchewan, the Ministry of Advanced Education and the Ministry of the Economy.

Our College Goals are further broken down into specific objectives that reference the Provincial goals mentioned above, key actions, measures and first year 2016/17 targets. New initiatives are identified for each of the three years, as are detailed program plans, human resource issues, sustainability measures and information technology considerations.

Facilities and capital opportunities and challenges are presented as well as a comprehensive financial plan and detailed financial statements projected to June 30, 2017.

The plan concludes with a presentation of the skills training allocation "Program Management Form" and our ABE and ESL enrollment management plans.

Carlton Trail College's multiyear Business Plan for 2016-2019 received formal Board approval at a regularly scheduled Board meeting held on June 27, 2016.

## INTRODUCTION

### VISION:

Changing Lives Through Learning

### MISSION:

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

### GUIDING PRINCIPLES:

**Respect** - as demonstrated by honesty, confidentiality, the valuing of diversity, and the treatment of self and others with dignity

**Accountability** - as demonstrated by the acceptance of responsibility for our actions and all things entrusted to us (people, resources, environment) through open, transparent communications

**Commitment** - as demonstrated by caring, efficient, effective, and exemplary service

**Innovation** - as demonstrated by our dedication to continuous improvement through lifelong learning, professional development, and the pursuit of excellence

**Integrity** – as demonstrated by the adherence to moral and ethical principles

**Government of Saskatchewan Goals (SK.)**

1. Sustaining growth and opportunities for Saskatchewan people
2. Meeting the challenges of growth
3. Securing a better quality of life for all Saskatchewan people
4. Delivering responsive and responsible government

**Ministry of Advanced Education Goals (Adv. Ed.)**

1. Students succeed in post-secondary education
2. The Saskatchewan post-secondary system is sustainable, accountable and responsive
3. Meet the demands of a growing province
4. The Ministry is responsive and responsible

**Ministry of the Economy Goals (Econ.)**

1. Supporting increased trade, investment and exports through international engagement
2. Advancing Saskatchewan's natural resource and agricultural strengths, particularly through innovation to build the next economy
3. Ensuring the on-going competitiveness of Saskatchewan's economy
4. 60,000 more people working in Saskatchewan by 2020

**Carlton Trail College Goals**

1. Achieve student success
2. Serve business, industry and communities
3. Enhance organizational effectiveness
4. Responsibly manage resources

## A. GOALS, OBJECTIVES, KEY ACTIONS AND MEASURES

### Goal #1

ACHIEVE STUDENT SUCCESS			
Objectives	Key Actions	Measures	2016/17 Target
<p>C1 Increase career and employment readiness</p> <p>SK. 1, 2, 3, 4 Adv. Ed. 1, 2, 3, 4 Econ. 3, 4</p> <p>*ABE includes Level 3, Level 4 and Academic GED</p>	<ol style="list-style-type: none"> <li>1. Informal liaison with business and industry and FN communities; Determine wait list for Sask Polytechnic programs - provincial demand; Carlton Trail staff sit on other Boards to help determine needs; the College links and aligns with the provincial needs assessment</li> <li>2. Aligned with skills required - i. Customized training selection; ii. Brokering institution QA and program reviews - may be part of the program review (outside the College); iii. Work placements and workforce engagement</li> <li>3. Essential/life skills training - i. Add on training in some programs e.g., safety and life skills; ii. Pacific Institute training mandatory for all students</li> <li>4. Ensure students are not in the wrong program - i. Intake and assessment for ABE, post admissions interview for skills training, Advisors if student requests, career counselling services, SEM</li> <li>5. Pacific Institute training for all students</li> <li>6. Processes - i. currently there is improved and prescriptive process with PTA ii. training and development of PTA staff; iii. Better informed dialogue with the Ministries of Advanced Education and the Economy</li> <li>7. Communication - i. Instructor evaluations are in place with clear expectations articulated for instructors; ii. Advisor expectations and evaluations in place; iii. Ongoing staff in-service</li> <li>8. Capacity and ability - PD for advisors and instructors-solution focused training, Pacific Institute for advisors, improved hiring practices i.e., hire for these skills and abilities - follow ethical counselling practices, mentoring and coaching for advisors</li> <li>9. Resources - Workforce development dollars set aside for learning specialists, volunteer tutor list</li> <li>10. Relationships - Requirement of advisors job to engage with external agencies</li> <li>11. A plan exists for advisors to be attached directly to ABE and on an as-needed basis for skills training programs</li> <li>12. Establish a mentoring program</li> </ol>	<ul style="list-style-type: none"> <li>• Increase ABE* graduation rates</li> <li>• Increase ABE* success rates</li> <li>• Increase institute credit graduation rates</li> <li>• Increase institute credit success rates</li> <li>• Increase industry credit graduation rates</li> <li>• Increase industry credit success rates</li> </ul>	<p>3.3%</p> <p>≥ 80%</p> <p>3.3%</p> <p>≥ 85%</p> <p>3.3%</p> <p>≥ 90%</p>
<p>C2 Enhance the student experience</p> <p>SK. 3, 4 Adv. Ed. 1 Econ. 3</p>	<ol style="list-style-type: none"> <li>1. Pacific Institute training for all students</li> <li>2. Robust student services</li> <li>3. Student Association activities</li> <li>4. Registration assistance</li> <li>5. High-quality instruction</li> <li>6. Develop an Instructional Technology Strategy</li> <li>7. Streamlined processes</li> <li>8. Yearly audit of classes to ensure instructors are effective at engaging students</li> </ol>	<p>Maintain student satisfaction reported in exit survey</p> <p>Instructional Technology strategy</p> <p>Fundraising strategy</p>	<p>≥ 90%</p> <p>Board presentation</p> <p>Board presentation</p>

	<p>9. Student policies and procedures</p> <p>10. Deliver optional “lunch and learn” presentations for students</p> <p>11. <b>Develop a Fundraising Strategy</b></p>		
<p>C3 Strengthen First Nation student participation and achievement</p> <p><b>SK. 1, 2, 3, 4</b> <b>Adv. Ed. 1, 2, 3, 4</b> <b>Econ. 3, 4</b></p>	<p>1. Communicate with Band representatives on a regular basis.</p> <p>2. Ongoing good working relationships, and partnership with One Arrow First Nation. Receive funding from One Arrow First Nation to support on-reserve and Wakaw ABE programs.</p> <p>3. Ongoing working relationship with GGFN, further enhanced by Labour Market Services funding of the GGFN Training and Employment Centre. College does additional programming as a result of that.</p> <p>4. Working relationship with Kawacatoose, Day Star and Muskowekwan, Yellow Quill, Fishing Lake and Kinistin First Nations.</p> <p>5. Student Advisors directly tied to all on-reserve and off-reserve ABE programs to support students in the program.</p> <p>6. Work with First Nation Bands to determine program needs so we can offer skills training, and industry credit programming that meets the needs of the community.</p> <p>7. Work with First Nation Bands in a partnership capacity so student supports like transportation, child care and income top ups are part of the programs.</p> <p>8. Where programs are purchased by the Band, work with the Band or Tribal Council, through an intake and assessment process to identify students that are most apt to have success in the program</p> <p>9. Work with Bands and Tribal Councils to advertise program offerings in the region.</p> <p>10. Programs are offered in a manner that best suits the needs of students living on reserve (e.g., full-time programs, class hours).</p> <p>11. Students enrolled in off-reserve ABE programs have the opportunity to apply for PTA.</p> <p>12. Student Advisors work with students enrolled in ABE programs to determine their career and employment goals.</p> <p>13. Programs that are delivered on or near First Nation, are set up such that where there is support from the Band, they include transportation and childcare for the students.</p> <p>14. Develop an Indigenous Strategy</p>	<p>Increase ABE* graduation rates</p> <p>Increase ABE* success rates</p> <p>Increase institute credit graduation rates</p> <p>Increase institute credit success rates</p> <p>Increase industry credit graduation rates</p> <p>Increase industry credit success rates</p> <p>Indigenous strategy</p>	<p>3.3%</p> <p>≥ 80%</p> <p>3.3%</p> <p>≥ 85%</p> <p>3.3%</p> <p>≥ 90%</p> <p>Board presentation</p>
<p>C4 Enhance personal growth</p> <p><b>SK. 1, 3, 4</b> <b>Adv. Ed. 1</b> <b>Econ. 3</b></p>	<p>1. Provide Pacific Institute Training for all full-time students.</p> <p>2. Provide workplace experience for all full-time students.</p> <p>3. Deliver optional “lunch and learn” presentations for students</p> <p>4. Increase the number of successfully offered community and personal interest opportunities.</p>	<p>Maintain the number of successfully offered community and personal interest opportunities</p>	<p>≥ 2015/16</p>

**Goal #2**

SERVE BUSINESS, INDUSTRY AND COMMUNITIES			
Objective	Key Actions	Measure	2016/17 Target
I1 Operationalize strategic enrolment management  SK. 1, 2, 4 Adv. Ed. 1, 2, 3, 4 Econ. 3, 4	<ol style="list-style-type: none"> <li>1. Refine recruitment practices</li> <li>2. Ensure a smooth transition from admission to enrolment</li> <li>3. Provide supports necessary to retain students to graduation</li> <li>4. Engage College alumni</li> <li>5. Generate and harvest relevant data</li> <li>6. Utilize data for decision making</li> <li>7. Implementation of a contact management system accessible to all staff</li> </ol>	Articulation of “best practices” in managing College enrolment	10/10 Board presentations
I2 Enhance branding and public relations  SK. 1, 4 Adv. Ed. 2	<ol style="list-style-type: none"> <li>1. Develop a Marketing Strategy</li> <li>2. Ongoing promotion and advertising</li> <li>3. New signage for remaining facilities</li> <li>4. Recruitment activities for high school students</li> <li>5. Complete launch of new website</li> <li>6. Implement new marketing strategies to increase positive exposure</li> <li>7. Develop a Social Media Strategy</li> <li>8. Catalogue and promote community involvement</li> <li>9. Seek Provincial and national recognition</li> </ol>	Marketing strategy  Social Media strategy	Board presentation  Board presentation
I3 Optimize targeted marketing  SK. 1, 4 Adv. Ed. 2, 4	<ol style="list-style-type: none"> <li>1. Develop a Market Niche Strategy</li> <li>2. Identify and pursue specific market segments</li> <li>3. The College tracks all registrations and inquiries</li> <li>4. Student surveys are utilized</li> <li>5. P.D. Marketing opportunities are actively pursued and attended</li> <li>6. Tender printing services to ensure cost effectiveness</li> <li>7. Recruitment activities for high school students</li> <li>8. Promotion of new website</li> <li>9. Specific staff as “ambassadors” linked with specific high schools</li> <li>10. Utilize contact management software</li> </ol>	Market Niche strategy	Board presentation
I4 Maximize effective partnering  SK. 1, 2, 3, 4 Adv. Ed. 1, 2, 4 Econ. 2, 3	<ol style="list-style-type: none"> <li>1. Develop a Partnership Strategy</li> <li>2. The number and type of partnerships is annually reported to the Board (both relationships and “genuine” partnerships)</li> <li>3. Encourage College staff representation on community boards</li> <li>4. Annual or exit interview on partnership satisfaction</li> <li>5. Utilize contact management software</li> <li>6. Follow-up surveys</li> </ol>	Partnerships strategy	Board presentation



	<ul style="list-style-type: none"> <li>7. Develop structured engagement strategies for Business, Industry, Communities and First Nations Communities</li> <li>8. Clearly articulated delivery plan for each potential partnership that states deliverables, outcomes and costs</li> <li>9. SLT connects with potential partners across the Region</li> </ul>		
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**Goal #3**

ENHANCE ORGANIZATIONAL EFFECTIVENESS			
Objective	Key Actions	Measure	2016/17 Target
P1 Grow employee engagement and commitment  SK. 1, 2, 3 Adv. Ed. 1, 2, 3 Econ. 3	<ul style="list-style-type: none"> <li>1. Staff attend Board meetings; regular CEO/Board update</li> <li>2. Performance management system in place</li> <li>3. Monthly management meetings; weekly SLT meetings; planned staff in-service days; staff input to policy development, staff engagement in strategic planning; regular staffing updates; regular union/management meetings</li> <li>4. Planned staff social functions; dress down days; health and wellness and social committee activities; Pacific Institute training for all</li> <li>5. All Board meeting minutes are transparent, open door policy; staff are evaluated on accountability and integrity</li> <li>6. Compensation and benefit package in place; benefit package at virtually no cost to the employee; EFAP</li> <li>7. Flexible work schedules; policies re: leaves; health and wellness committee and activities</li> <li>8. Develop a Culture Building Strategy</li> </ul>	Departure of high-performing staff  Staff engagement survey  Culture Building strategy	≤ 2  Baseline  Board presentation
P2 Strengthen staff alignment with strategic priorities  SK. 4 Adv. Ed. 1, 2, 3, 4 Econ. 3	<ul style="list-style-type: none"> <li>1. Staff actively involved in strategic planning process</li> <li>2. Organizational chart in place and updated when necessary</li> <li>3. Strategic plan communicated to staff at meetings and through other channels</li> <li>4. Performance reviews in place with competencies that measure and have direct correlation with strategic plan</li> <li>5. SLT, Managers, Supervisors meet with their staff to fully engage and educate them in the strategic planning process</li> <li>6. Vision, Mission and Guiding Principles prominently displayed</li> <li>7. Alignment of individual work plans to the strategic plan</li> <li>8. Engagement of permanent staff on strategic initiative teams</li> <li>9. Staff take ownership of and internalize the strategic plan</li> </ul>	Alignment of individual work plans to Strategic Plan	100%

<p>P3 Enhance employee growth and development</p> <p><b>SK.</b> 1, 2, 3, 4 <b>Adv. Ed.</b> 1, 2, 3 <b>Econ.</b> 3</p>	<ol style="list-style-type: none"> <li>1. Performance Management plan in place with mandatory staff meetings in Nov, Feb and June of each year. Ongoing conversations encouraged.</li> <li>2. Staff given a formal letter indicating their professional development allocation in September of each year. Use is encouraged. Additional College-sponsored funds available.</li> <li>3. Staff development opportunities annually</li> <li>4. Formal and informal succession planning process taking place through the performance management plan</li> <li>5. Internal cross training is supported and encouraged by SLT</li> <li>6. Staff independently initiate cross training</li> <li>7. Formal performance management plan in place and documented with VP Administration</li> <li>8. Electronic distribution of P.D. assessments</li> </ol>	<p>Number of annual staff development days</p> <p>% of staff attending staff development days</p>	<p>3</p> <p>≥ 95%</p>
<p>P4 Ensure and attract a qualified and skilled future workforce</p> <p><b>SK.</b> 1, 2, 3, 4 <b>Adv. Ed.</b> 1, 2, 3 <b>Econ.</b> 3, 4</p>	<ol style="list-style-type: none"> <li>1. Excellent Compensation and benefit package in place</li> <li>2. Living allowances are negotiable for some hard-to-recruit positions.</li> <li>3. The College is able to provide a flexible and family friendly work environment which allows staff to have a work/family balance</li> <li>4. Contacts for recruiting regionally, provincially and nationally</li> <li>5. Marketing of job opportunities continually increasing</li> <li>6. Performance Management system in place - growth and development encouraged</li> <li>7. Comprehensive interview and reference checking in place</li> <li>8. Comprehensive probationary reviews</li> <li>9. Criteria for professional membership maintained</li> </ol>	<p>% of supervisors that follow the correct process for the probationary period inclusive of reviews</p> <p>% of staff that maintain skills and qualifications as measured by their annual performance review</p>	<p>100%</p> <p>100%</p>

**Goal #4**

RESPONSIBLY MANAGE RESOURCES			
Objective	Key Actions	Measure	2016/17 Target
<p>S1 Optimize efficient use of resources</p> <p><b>SK.</b> 4 <b>Adv. Ed.</b> 2, 4 <b>Econ.</b> 3</p>	<ol style="list-style-type: none"> <li>1. Develop a LEAN Strategy</li> <li>2. Use of LEAN projects to eliminate waste</li> <li>3. Identification and insurance of assets</li> <li>4. HR policies, procedures and agreements</li> <li>5. Policies for replacement and maintenance of equipment</li> <li>6. Performance management of all human resources</li> <li>7. Structured, regular reporting of financial matters including an effective and reliable Business Plan and Annual Report</li> <li>8. External audit procedures</li> </ol>	<p>LEAN strategy</p> <p># of LEAN projects (Elimination of non-value added processes and paper-work)</p> <p>Quantify efficiencies achieved (time, money, effort) due to Lean initiatives/ projects</p>	<p>Board presentation</p> <p>3</p> <p>\$</p>

<p>S2 Grow non-traditional funding sources</p> <p><b>SK. 1, 4</b> <b>Adv. Ed. 2, 4</b> <b>Econ. 3</b></p>	<ol style="list-style-type: none"> <li>1. Director of Finance and Director of Programs review proposals to ensure all financial assumptions are correct prior to forwarding to client.</li> <li>2. Staff regularly review training opportunities offered by other training institutions so that they are aware of the appropriate pricing and opportunities available in Saskatchewan. Our contract pricing provides fair value to the client while providing an economic recovery to the College.</li> <li>3. Staff are engaged in our communities by attending functions such as the Chamber of Commerce luncheons and promoting our College</li> <li>4. The College hosts an annual scholarship fundraiser</li> <li>5. Creation of an Alumni Association</li> <li>6. Approach partners for identification of in-kind donations</li> <li>7. Staff actively seek out non-traditional funding</li> <li>8. Utilize contact management software</li> </ol>	<p>Annual identification of funds generated beyond our Provincial Funding letter</p> <p>Fundraising Strategy (per C2)</p>	<p>\$</p> <p>Board presentation</p>
<p>S3 Manage assets and liabilities</p> <p><b>SK. 4</b> <b>Adv. Ed. 2, 4</b> <b>Econ. 3</b></p>	<ol style="list-style-type: none"> <li>1. Create a comprehensive inventory</li> <li>2. Use inventory to inform insurance needs</li> <li>3. Tag and/or catalogue all physical resources</li> <li>4. Insure policies and procedures are in place to protect College assets</li> </ol>	<p>Inventory up-to-date</p> <p>Assets tagged</p>	<p>100%</p> <p>100%</p>
<p>S4 Minimize organizational risk</p> <p><b>SK. 4</b> <b>Adv. Ed. 2, 4</b> <b>Econ. 3</b></p>	<ol style="list-style-type: none"> <li>1. A risk management strategy exists</li> <li>2. Insurance values match appraised values</li> <li>3. Inventory status is up-to-date</li> <li>4. Develop Safety Protocol and a Disaster Preparation and Response Strategy</li> <li>5. Succession plan exists for CEO</li> <li>6. Quarterly Board reports on Enterprise Risk Management</li> <li>7. Board maintains high level of governance training</li> <li>8. Use of Balanced Scorecard to support the Strategic Plan</li> </ol>	<p>% priority risk areas identified with mitigation/control plans in place</p> <p>Safety Protocol and Disaster Preparation and Response strategy</p>	<p>100%</p> <p>Board presentation</p>

## **B. NEW INITIATIVES**

### **2016-2017**

#### 1. Strategic Planning Review:

Rationale: Carlton Trail College will be entering the first year of a new three-year strategic plan that was created under the leadership of the retiring President. It is anticipated that the new President, scheduled to assume duties in August 2016, will want to review and reaffirm the directions provided by the new plan.

**Cost Implications:** \$3,000 for one additional Board Meeting and one additional staff meeting, if required.

#### 2. Specific Strategy Development:

Rationale: Involving all staff in the creation of plans designed to move the College forward on a variety of strategic fronts will ensure a solid foundation of front-line support on which to build the individual strategies that are necessary to help our College achieve the objectives in its three-year strategic plan.

### **Strategy Development 2016-2019**

1. Indigenous Strategy
2. Partnerships Strategy (including Community Connections)
3. Market Niche Strategy
4. Instructional Technology Strategy
5. Social Media Strategy
6. Fundraising Strategy
7. Marketing Strategy (including High School Connections)
8. Culture Building Strategy
9. Safety Protocol and Disaster Preparation and Response Strategy
10. LEAN Strategy (Continuous Improvement)

Strategy Development Template 2016-2019

Name of strategy:

Lead:

Team members:

**1. Current Status**

What currently is in place? What already exists that can be catalogued and quantified?

**2. The Preferred State**

Ideally, what should be in place? What does this look like when it is well done?

What excellent models can we examine?

**3. Strategic Planning**

How do we move from what is to what should be?

- Who are the folks that we need to involve in this project?
- What are some key considerations as we move forward?
- What might be accomplished over the next one, two and three years?
- What resources will be required and on what timeline?
- What key milestones will we want to acknowledge and/or celebrate?
- What permissions or regulations need to be adhered to?

**Cost Implications:** \$5,000 for transportation, team support and required research.  
(10 x \$500 = \$5,000).

**3. Punnichy Facilities**

Rationale: The 2015 purchase of the former Catholic Church in Punnichy has taken significant pressure off existing College and School Division facilities in Punnichy. The College hopes to pursue renovation and refurbishment of this space and is putting any consideration of renovation of the Punnichy Curling Rink on hold for the immediate future.

**Cost Implications:** \$300,000 for renovations, refurbishment and furnishing of the former church building now owned by Carlton Trail College.

**2017-2018**

## 1. Implementation of Strategic Initiatives:

Rationale: As each of the ten specific strategies are developed by staff and approved by the Board of Directors, implementation will follow although very much on unique timelines for each strategy. The Indigenous and Partnerships Strategies are most likely to involve the Board in additional meetings, travel and expense while the remaining eight strategies will be supported by an additional \$1,000 per strategy.

**Cost Implications:** \$20,000 resulting from eight external Board meetings at approximately \$1,500 per meeting plus 8 strategies at \$1,000 each.

## 2. Realignment of Regional Program and Administrative Support:

Rationale: As our plans for growth and expansion in Punnichy are achieved, it will be critical to place more program and administrative support in Punnichy. While continuing to provide programming in the Southey area, we would relocate a significant portion of our program and administrative support functions from Southey to Punnichy. This shift will better enable us to support the expanded programming we will be experiencing in Punnichy while still maintaining a strong regional presence along the southern reaches for our College boundary.

**Cost Implications:** We will plan to absorb any relocation expenses within the overall facility initiatives planned for Punnichy.

**2018-2019**

1. With a new President beginning his duties in August, 2016 and with ten strategic initiatives coming on stream in 2016-2017, no further “new initiatives” are planned at this time.

**c. PROGRAM PLAN**

- The College is well aware of the need for a trained work force to meet the expanding opportunities for skilled workers within its region. As such, the College will continue to support the literacy, training, and workplace engagement needs of First Nation, Métis, newcomers and others within its region. The provincial program funding received for 2016/17, \$1M for skills training and labour force development, and \$825K for adult basic education, adult literacy and ESL training will allow our College to support the workplace participation of these groups.

- Stakeholder engagement continues to be a fundamental tenant of the College's strategic direction. Region-wide, the College will focus on further developing established partnerships with First Nations communities, the potash sector, business and industry, communities and individuals. The anticipated result is better provision of programming that meets the needs of regional stakeholders.
- The College will continue to support the Punnichy High School in the delivery of the Punnichy Career Transition program.
- The acquisition of the former church facility in Punnichy has provided much needed additional classroom space to offer further programs to support the surrounding First Nation communities, and Touchwood Agency Tribal Council. Plans are in place to begin planning for renovations of the facility in 2016-17, allowing for multiple classrooms, and office space.
- The College continues to engage in longer-term training plan discussions around the joint utilization of the existing facility leased by Horizon School Division in Punnichy. The goal will be providing further training opportunities within the Punnichy area to best meet the needs of the four surrounding First Nation Bands, and the High School. This facility will allow the College to provide additional trades training, which has been hampered in the past because of lack of adequate facility space.
- The close proximity of Carlton Trail College to St. Peter's College in Muenster has created an educational environment that is unique among the Saskatchewan regional colleges. St. Peter's affiliation with the University of Saskatchewan means that the regional needs for university programming have historically been addressed by St. Peter's College with little to no involvement of Carlton Trail College. Given the current demands for trades and skill training in our region, it is the intention of Carlton Trail College to continue its practice of only entertaining requests for university programming where an identified demand exists that St. Peter's College is unable or unwilling to address.
- The development of an Educational Technology Strategy is identified as one of the key measures as the College works to enhance the student experience, and achieve student success.
- The Educational Technologist continues to work with instructors to better embed technology into classrooms.
- The College will continue to embed the 2-day Pacific Institute training in all full-time ABE and skills training programs. Anecdotally, the inclusion of this curriculum has made a difference with student engagement, goal setting, and success rates.
- The Enterprise Division will continue to target revenue generation opportunities through leveraging requests for proposals that align with the college's strategic direction, and by

engaging business, industry, and stakeholders to identify and deliver programs that meet the labour demands of the region.

- The College will continue to inform regional stakeholders of the benefits of the Canada-Saskatchewan Job Grant. In doing so, employers become aware of the program and its benefits, while the College has the potential to assist employers in training workers to meet their specific workforce needs.
- The College's strategic direction speaks to increasing revenue generation opportunities by increasing non-traditional funding sources. This will be accomplished by:
  - Providing industry credit and non-credit training opportunities for regional business and industry on an as-needed basis. Tuition for these types of programs is on a cost recovery basis;
  - Seeking partnerships with industry to deliver institute credit programming;
  - Tying additional funding dollars into developing partnership agreements between industry, First Nations and the College; and
  - Utilizing proposal dollars that are available to align with the strategic direction of the College.
- In 2016/17 the College will see the operationalization of a newly developed Strategic Enrolment Management (SEM) Plan. The comprehensive strategic enrolment plan looks to achieve and maintain optimum recruitment levels, retention, and success of students enrolled with its programming. This will be accomplished through ensuring that our program mix is data driven, by establishing a formalized recruitment strategy, and through engaging and supporting students both inside and outside the classroom. All of these efforts will result in increased student retention, graduation, and movement to the labour force or further post-secondary attainment.
- The College will continue to place an emphasis on its student services department to ensure the facilitation of successful student outcomes. Instructors, advisors and program support staff act in a manner that is responsive and respectful of all students. This includes intake and assessment, formal and informal career and academic assessment, short-term intervention and crisis support, financial counseling, and study skills and résumé development workshops. The goal is to ensure that learners' needs are met, and where applicable, barriers identified and action plans for successful outcomes developed. Support is provided to students with identifiable disabilities and difficulties in the achievement of successful academic outcomes.



Projected Program Headcount and FLEs								
Program Categories	2015-16 Budget		2015-16 Estimate		2016-17 Budget		2017-18 Forecast	
	HC	FLEs	HC	FLEs	HC	FLEs	HC	FLEs
Institute Credit	183*	166.0	216	140.9	137*	135.0	149	146.2
Industry Credit**	831	33.6	1319	37.47	831	33.6	831	33.6
Industry Non-credit**	627	16.6	467	8	627	16.6	627	16.6
Adult Basic Education Credit	96	95.7	103	98	89	113.9	87	109.8
Adult Basic Education Non-credit***	234	52.7	286	44.74	260	50.2	248	44.7
University	1	.1	0	0	1	.1	1	.1
<b>Total Headcount*/FLEs</b>	1972	364.7	2391	328.21	1944	349.4	1943	351.0

\*Not distinct students and based on STA Funded Institute Credit programs

\*\* Based on 3 year average July 2012 to June 2015

\*\*\*Based on 2 year average of ESL enrolments and FLE’s plus planned non-credit ABE programs

**SKILLS TRAINING**

**2016/2017**

- The College will continue working with the Horizon School Division and the Punnichy High School to offer programming in the *Punnichy Career Transition Initiative*. This program allows students to garner credits for both high school and technical training simultaneously. Students can enroll in a construction worker preparation course, and/or a framing program. Both programs allow successful students to gain apprenticeship hours.
- The College will continue to provide a work-place experience component to all full-time skills training programs that do not already have one.
- With over one-half of the Province’s potash developments being located within our College’s region, it is imperative that we remain cognizant of the potential training needs of the potash industry while at the same time, given the volatility of this sector, remaining vigilant against over-emphasizing this sector at the expense of others. Of particular significance in our region are those trades and skills most closely associated with manufacturing, agriculture, health care, human services and mining.

In this vein, the College will continue to run full-time core programs such as Electrician, Plumbing and Pipefitting, Welding and Security Officer Applied Certificate, Office Administration, Continuing Care Assistant, and Power Engineering Technician Certificates, and Practical Nursing Diploma. The theory portion of Power Engineering 3<sup>rd</sup> Class will be offered along with additional part-time programs including Journeyman Welding Upgrader

and the completion of the Early Childhood Education certificate. Other part-time offerings will occur if demand warrants.

- In consultation with regional industry, it was noted that individuals with their Class 3 Power Engineering generally receive preference in hiring over those with Class 4. As the Power Engineering Technology program at Saskatchewan Polytechnic is in such high demand, the offering of the Class 3 theory portion of the diploma program will allow students another means by which to increase their skill level, their employability prospects, and ultimately their connection to the workforce.
  - Continuing Care Assistants and Practical Nurses continue to be on the Saskatoon Health Region's "Hard to Recruit" list, especially for rural areas. To help fulfill this need, we are once again offering two CCA Programs in the region, along with a 19-seat Practical Nursing Program. 2016/17 will see a slight reduction in seats in the PN program as a result of the reduction of clinical spaces available for students.
  - There continues to be a need for professionally trained administrative assistants within our region. Local employers such as The Saskatoon Health Region, Horizon School Division, financial institutions, and business and industry continue to seek out graduates of the Office Administration Certificate program. The program will be delivered such that students will be able to more easily enrol on a full time, or part time basis.
  - Humboldt area is recognized as part of Saskatchewan's Iron triangle for the production of machinery, transportation and industrial equipment. There are several large manufacturing companies such as Schulte, Bourgault and Doepker Industries, Koenders Manufacturing, and Commercial Industrial Manufacturing (CIM) that employ welders. It is for this reason that both the Welding Applied Certificate and Journey person Welding Upgrader programs continue to be delivered at the welding facility in Humboldt.
- The College understands the importance of offering industry credit programming to meet the needs of business, industry, First Nations, communities and individual stakeholders residing in our region, As such, we will continue to deliver Heavy Equipment Operator, Truck Driver Training, safety training, and various other equipment operator training on a cost-recovery basis. In addition, we will look for opportunities to leverage additional partnerships with First Nation Communities to deliver additional skills training programs.

### ***2017/2018 and 2018/2019***

- The 2017-18 and 2018-19 Program Plans will remain much the same as that identified in the 2016-17 plan with the exception of the possible addition of a part-time Primary Care Paramedic (PCP) certificate program scheduled for 2017-18 and possibly 2018-19. Carlton Trail College offered the PCP certificate program on a part-time basis over 3 years, between 2012 and 2015. In 2014/15, because of the limited number of off-campus offerings that could be managed by Saskatchewan Polytechnic, the regional college system engaged in planning

discussions around a 5-year rotational schedule that would allow for the delivery of the PCP program across the province. As Carlton Trail College had offered the program 3 years in a row, and another college expressed interest in offering the program on a part-time basis, in 2015/16 PCP was removed from the College's program menu. However, the decision to remove PCP from the program plan was not made solely for this reason. Perhaps more importantly, and likely to impact the ability to deliver future offerings, is the availability of funding dollars. However, with the increase of STA funding received this year, and assuming future funding stays at this level, the College will be in a position to deliver the PCP program as planned.

- According to an industry review, there will be no shortage of work for paramedics in the future, and it remains an in-demand occupation across the province. PCP graduates are sought after by ambulance, air ambulance and fire protection services around the province, as well as by the mining sector, and at industrial manufacturing, milling and processing sites.
- Ongoing engagement with business, industry, regional stakeholders, including First Nation communities, will continue to result in programming partnerships. The nature of these types of agreements, and the necessity to be flexible, make it difficult to plan for the types of programs that will be delivered. However, if the current level of program funding is maintained, the College is in a better position to leverage partnerships with these stakeholders to deliver additional skills training programs as deemed necessary.
- Long-term planning will continue with First Nation communities in the Punnichy area. With the availability of adequate training faculties, we anticipate the ability to offer programming that better meets the needs of area stakeholders.

## **ADULT BASIC EDUCATION**

- In keeping with the provincial direction of increasing the focus on education and labour market participation of First Nations and Métis peoples and other under-represented groups, the College will continue to apply significant resources to support programs and services directed for these population groups. By continuing to build on current relationships and partnerships, while engaging in new opportunities, we will evaluate the demand for services in our various communities. In 2016/17, for instance, the College plans to offer an increase of ABE-ESWP services to the City of Humboldt and area as it has been identified as “one of the fast growing municipalities in Saskatchewan” while “...being poised for substantial growth over the next 5-10 years” (City of Humboldt, *Humboldt: The Heart Of Saskatchewan*, 2014, p.1)
- To address the issue of sustained attachment to the workforce after program completion, the College will continue to apply additional emphasis to transition-to-employment programs and the inclusion of these transitional essential skills within all of the ABE programs.

**Credit****2016/2017**

- The College will offer Level 3 programming in Punnichy and Wakaw. We will continue to work in partnership with One Arrow First Nation to recruit, transport and support eligible students for the Wakaw programs.
- The College will maintain the Level 4 programming in Punnichy, Wakaw and Humboldt and will additionally offer a Level 4 program in Wynyard. Environmental scans, student interest lists, intake and assessment data, and input from regional stakeholders supports the delivery of Level 4 programs in these areas. All Level 4 programs will be offering a 30 level science course, as well as Health Science 20, in order to speak to the future needs of students whose goal it is to continue on with post-secondary training. All Level 4 programs, with the exception of Humboldt, will be offering Career and Work Exploration 30 to ensure that students are better prepared for direct entry into the workforce and future career attainment. The Humboldt program will offer Chemistry 30, as this is a highly sought out course for graduates planning to apply for post-secondary programs.
- Both Level 3 and 4 programs will see a change in the seats available per program, as well as the length of the program. Level 3 programs will be increased to 150 days and Level 4 programs will be increased to 169 days. This increase of days will create the opportunity to embed labour market attachment and workplace readiness skills in to the programing. To address the very real issue of classroom space and to ensure the space is conducive to learning, some programs will see a slight reduction of seats, while others will see a slight increase.

**2017/18 & 2018/19**

- The College will continue to review continued and future need in the service area to determine Level 3 and 4 programming. The need to potentially add a Level 3 program in Humboldt will be determined annually. As the costs to run programming grows, decisions will also be made dependent on available funding options. As always, the College will deliver the ABE level that best suits the demands of interested students.
- The College expects to continue to deliver GED Preparation and testing courses in or near First Nation communities in both 2017/18 and 2018/19. The College will continue to engage with First Nation's partners to ascertain where need exists and deliver programming accordingly.

**Non-Credit****2016/2017**

- The College is committed to the province's goal of engaging under-represented groups in the Saskatchewan workforce. To this end, the college will apply for two Adult Basic Education–Essential Skills for the Workplace (ABE-ESWP) projects to be located at Fishing Lake First Nation and Humboldt. These projects will target First Nations and other under-represented population groups. Key to these programs will be support services, which will ultimately increase the success of students completing the program, as well as securing and maintaining

employment upon their completion. Student advisors will be involved regularly to provide direct personal and education support to students, and will also act as transition to employment coaches.

- In 2016/17, the College will seek funding for one project through the Saskatchewan Community Literacy Fund to deliver a 12-week *Spotlight on Change* program for women over the age of thirty with low-literacy levels who are unemployed. The goal of the program is to help participants increase their essential skills, confidence, and links to employment. The project will be offered to First Nation women on-reserve.
- Using on-reserve funding dollars, Carlton Trail, in partnership with One Arrow First Nation, will offer a workplace essential skills program that links participants to the workplace by building workplace/job readiness skills. This program will include life skills, essential and employability skills, and a short-term skills development component that will allow participants to garner the employability skills, and entry level technical skills to participate in the workforce. Students will be required to participate in employment experience exercises, including job shadowing and work placements. Upon completion of this program, participants will have established an action plan that will provide an increased awareness of their skills and interests, so as to understand what actions need to occur in order to fulfill realistic employment goals.
- The College intends to offer two “Transition to Employment/Post-Secondary” programs, geared to those with higher literacy levels, ESWP completers, and Grade 12 graduates that have yet to make an attachment to the workplace. These programs will be offered on One Arrow First Nation and in Punnichy. The program itself will be geared towards increasing work place essential and employability skills so as to enhance potential connections to the workplace and transitions to post-secondary. In addition to the above skills development, we will have a transition to employment coach in place to support ongoing connections to the workplace.

### ***2017/18 and 2018/19***

- The College will continue to review its “Transition to Employment/Post-Secondary” programs to determine if there is a need for expansion of this program to the Humboldt area.
- Working with community and First Nations partners, the College will seek to determine the potential need for lower level literacy (Level 1-2) programs within its service area.
- The College will continue to apply for ABE-ESWP project proposal dollars if made available by the Province. Program locations and program content will be determined via ongoing engagement with existing First Nation and community partners.

## Supporting Newcomers

- Immigration will continue to be the largest growth factor for the Canadian population. This growing newcomer population requires increased literacy services to help transition newcomers to community life and to becoming valuable members of the workforce. Indeed, “increasing settlement support services such as language training to assist in the attraction and retention of new Canadians to Saskatchewan (p. 39)” is identified in the *Saskatchewan Plan for Growth: Vision 2020 and Beyond*.

### 2016-17

- The College will continue to provide English as a Subsequent Language (ESL) programming within its service area. The College will maintain its work with Immigration, Refugees and Citizenship Canada (IRCC) and the Ministry of the Economy to offer these programs. With the Federal Government’s commitment to assisting refugees, IRCC has informed the College that we will not be required to resubmit a proposal for 2016-17 as the previous year agreement will be carried over.
- For the 2016-17 program year, the College plans to offer 13 ESL programs in the following locations:
  - Humboldt (mornings) x2
  - Watrous
  - Drake
  - Englefeld
  - Wynyard
  - Humboldt (evenings) x3
  - Lanigan
  - Imperial
  - LeRoy
  - St. Brieux
- The structure of our programs include eight, six-hour per week Language Instruction for Newcomers (LINC) classes in the communities of Humboldt, Watrous, Lanigan, Drake and St Brieux, and two, three-hour per week LINC classes in Imperial and LeRoy. From October to March the College will be piloting three ‘Drop-in’ classes in the communities of Englefeld, Wynyard and Humboldt. These classes will focus on listening and speaking skills for learners as a supplement to other programming they may be attending. These three-hour classes will be offered on bi-weekly basis throughout the six month pilot.

- The College will continue to offer the Canadian Academic Language Proficiency (CAEL) exam, designed to test the level of English language proficiency for those planning to study in post-secondary institutions. The College is currently the only institution in the province accredited to offer the exam, which is recognized by the Universities of Regina and Saskatchewan, and Saskatchewan Polytechnic. In addition to offering the CAEL exam, we offer CAEL Preparation. Given that a large number of our students taking the CAEL exam are from outside of our region, we are in the process of considering alternate modalities to offer this program so that individuals can more easily access it (e.g. distance education) from locations outside of Humboldt.

### ***2017/18 & 2018/19***

- Once the request for proposals (RFP) is released, the College will take into account the parameters set by IRCC to determine that the regional demands meet the project requirements. It is anticipated that potentially changing program requirements may impact how, and where, we deliver programs.

## **D. HUMAN RESOURCES**

### **OVERVIEW**

The next three years will have minimal growth to Human Resources capital, as compared to the previous few years in which there was steady growth. Staffing projections for the 2016-2019 fiscal years will be approximately 32 FTE, which is equivalent to the previous year. Human Resource capacity will remain constant with the intent to manage within current capacity by creating efficiencies and streamlining and realigning our staffing resources.

### **ACTIVITIES**

- As outlined in the new 2016-2019 Strategic Plan, Carlton Trail College continues to be committed to learning and leadership throughout the entire organization. The College is dedicated to growing employee engagement and commitment by engaging employees in the strategic plan through the performance management evaluation process and through on-going strategy development.
- Efforts to enhance the leadership capacity of the College center on growing a culture in which leadership is cultivated at all levels of the organization. The tools and supports will be provided to leaders to develop, lead and motivate all staff to improve and innovate.
- The College continues to make a significant investment in training for staff and students through The Pacific Institute. The College views The Pacific Institute as a valuable investment and tool to enable students to be successful in their programs and transition to their careers, and for the College to continue to grow its constructive culture.
- The College will strengthen staff alignment with strategic priorities by working with staff to identify strategic priorities within the current strategic plan that they are actively engaged in fulfilling. Each staff member will participate in a strategy development of one of ten strategies outlined in the strategic plan. This will assist the College in achieving the objectives of the three-year strategic plan.
- Employee growth and development will be enhanced by providing ongoing performance feedback to staff, including the development of individual training plans. Skills will continue to be developed in a number of ways, but most notably by increasing the usage of Professional Development funds, coaching, mentoring and internal cross-training.
- The College continues to encourage staff members to access Professional Development opportunities. Thus far in the 2015-2016 fiscal year, \$16,000 has been expended. Carlton Trail continues this emphasis to increase the number of staff members accessing the program and the total annual Professional Development investment by the College.
- Employees are actively involved and interested in the College's successes. Employees are positive role models for one another and ambassadors for the College in their respective communities and across the region we serve.



- The College will ensure that we have a qualified and skilled workforce administering and delivering its programs. Recruitment and retention for administrative positions continue to be successful throughout the organization and the College remains a sought-after employer in the area.
- The current collective agreement ends on August 31, 2016. Although planning for upcoming negotiations is currently taking place, the Colleges are still uncertain as to when negotiations will begin.
- The College continues to make great strides in building partnerships to assist with the growing immigrant population in the area. With the support of business and industry, ESL programming continues to grow with multiple program locations added to support the needs of the region.
- The College continues to make great progress in developing meaningful relationships with First Nations communities in the area. All programming, including Adult Basic Education, remains extremely important to the College and we will continue to support these programs.
- The College has reviewed all Human Resources policies and procedures to ensure that they are current and meeting the needs of the College and in alignment with the governance model.
- The College's Educational Technologist is actively engaged in research of blended learning opportunities for our College. We are committed to providing learning opportunities to people in all areas of the region.

## **ISSUES**

- Provision of an adequate level of student services region-wide remains an issue as programming continues to grow and develop. Carlton Trail College continually assesses the need for student services for the entire region.
- It remains difficult to hire for positions that are project-based. It is challenging to retain good employees due to the inability to offer permanent, ongoing positions. Program location can also pose a challenge when hiring instructional staff.
- The College recognizes the needs of all the regional areas that it serves. The College remains committed to those areas that do not have easy access to a regional office and is working with school community councils and local business and industry to connect with all communities across our region.

- The implementation of the Saskatchewan Employment Act Regulations will continue to impact the Human Resources of the College in several areas. Areas worth noting are:
  - Supervisory Exclusion Provision - Effective April 29, 2016, the Saskatchewan Labour Relations Board will not include supervisory employees in the same bargaining unit as those they supervise. The College has investigated the potential impacts of this legislation and has identified multiple options that it must consider as a result of this legislative change.
  - Bi-weekly Payroll – In 2018, the legislation will require all employees to be paid on a bi-weekly basis. All staff are currently paid on a monthly basis. Preparation has begun by analyzing how this change could affect our staffing resources in the payroll department.
- The Regional Colleges are working together to ensure that all Regional Colleges are in compliance with this new legislation. The changes that affect the Collective Bargaining Agreement will need to be monitored closely and may need to be addressed in the next round of bargaining.

Position	2014-2015 Actual		2015-2016 Budget		2015-2016 Estimated		2016-2017 Budget		2017-2018 Forecast		Comments
	Employee #	FTE #	Employee #	FTE #	Employee #	FTE #	Employee #	FTE #	Employee #	FTE #	
President & CEO	1	1	1	1	1	1	2	1.08	1	1	New CEO beginning Aug. 2016
VP Administration	1	1	1	1	1	1	1	1	1	1	
VP Finance	1	1	1	1	1	1	1	1	1	1	
VP Programs	1	1	1	1	1	1	1	1	1	1	
Administrative Assistant	1	0.6	1	0.6	1	0.6	1	0.6	1	0.6	
Executive Assistant	2	1.4	2	1.4	2	1.4	2	1.2	2	1.2	
Receptionist	1	1.0	1	1.0	1	1.0	1	1.0	1	1.0	
Portfolio Manager	4	3.75	4	4.0	4	3.98	4	4.0	4	4.0	
Marketing Facilitator	1	0.9	1	0.9	1	0.9	1	0.9	1	0.9	
Training Consultant	1	0.8	1	0.8	1	0.6	1	0.8	1	0.8	
Program Facilitator	2	1.4	2	1.4	2	1.27	2	1.4	2	1.4	
Program Delivery Associate	5	4.34	5	4.4	5	4.4	5	4.4	5	4.4	
Design & Marketing Associate	1	0.4	1	0.4	1	0.4	1	0.4	1	0.4	
Clerical Support	3	0.35	4	0.4	4	0.4	4	0.4	4	0.4	
Registration Clerk	1	0.9	1	0.9	1	0.9	1	0.9	1	0.9	
Learning Specialist	1	1.0	1	1.0	1	1.0	1	1.0	1	1.0	
Facilities Technician	1	0.9	1	0.9	1	0.9	1	0.9	1	0.9	
Student Advisor	3	2.47	3	2.6	3	2.33	3	2.4	3	2.4	
Literacy Facilitator	1	1.0	1	1.0	1	1.0	1	1.0	1	1.0	
Accounting	4	2.7	4	2.7	4	2.7	4	2.7	4	2.7	
Computer Services	2	2.0	2	2.0	2	2.0	2	2.0	2	2.0	
Education Technologist	1	1.0	1	1.0	1	1.0	1	1.0	1	1.0	
TEL Attendants	3	0.03	3	0.45	3	0.45	3	0.35	3	0.35	
Summer Student	1	0.2	1	0.2	1	0.2	0	0	0	0	
<b>TOTAL</b>	<b>43</b>	<b>30.94</b>	<b>44</b>	<b>32.05</b>	<b>44</b>	<b>31.43</b>	<b>45</b>	<b>31.43</b>	<b>44</b>	<b>31.35</b>	

## **E. SUSTAINABILITY MEASURES**

During the current year and years 1 and 2, Carlton Trail College will be focusing on the following sustainability measures.

1. Maintaining overall constant human resource numbers.
2. Reallocation of program and administrative support to areas of greatest need.
3. Greater use of distance technology for both instruction and administration.
4. A planned “draw down” of unrestricted reserves to 3% of operating budget.
5. A careful and complete cataloguing and ongoing monitoring of all College assets.
6. Development and implementation of a comprehensive maintenance plan for all College assets.
7. A continued emphasis on growing revenues through partnerships with business, industry and communities throughout our region and the eight First Nations that we serve.
8. A continued effort to avail ourselves of federal and provincial funding opportunities provided through project proposals, with the caveat that such proposals are longer term, sustainable or have a definite time frame requiring no future commitment of College resources.

## **F. INFORMATION TECHNOLOGY**

- The College continues the cyclical replacement of academic and administrative computers and peripherals within tight budgetary constraints. The College holds an inventory of over 220 computers in service, of which approximately 160 are for academic use.
- As marketing is becoming generational and digital, the College continues to examine, You Tube, webpage newsfeeds, a Wikipedia page and other social network mediums as avenues for promotion. The College is currently in the process of a major revision of its web-site to market and promote our new programs and image. The College has developed a Facebook page and a Twitter account. With developing a greater ‘social network’ presence, it becomes incumbent on the College to ensure that the media is updated on a regular basis. Work will continue at expanding our social media presence.
- The College advocates for a web-based enrolment management system integrated with the One Client Service Model (OCSM) student information system in order to give colleges a comprehensive Internet-based student recruitment system. The enrolment management

system would offer colleges a more effective administrative process while providing prospective students a range of services leading to registration.

- All of our satellite offices now belong to the domain, we have the WAN (wide area network) working properly now so all the offices have the capability to be connected to our “ctrc domain”. This provides regional staff and students’ access to our domain as they would in Humboldt. Staff and student have all of their information stored on the server in Humboldt regardless of location. They also have access to folders that are shared between staff that reside in different locations.

## **2016-2017 ACADEMIC YEAR**

- For the most part, information technology requirements of the College staff over the last few years have remained fairly static. The average staff member uses a Microsoft Windows7 workstation, operating with Microsoft Office 2010 that connects to a Microsoft Server 2008 Domain Controller, mail and file server.
- The backups continue to be stored off-site via internet to a company in Saskatoon. This allows for more secure backup and is more efficient for IT staff. The College continues to explore ways of utilizing the new server to its full capabilities. Staff are now able to logon to the server to access their files while on the road. This means less critical data being stored on laptops and memory sticks.
- The College has moved from projectors and screens in most locations to installing a 60” TV on the wall in the classrooms. The cost of a TV is cheaper than a projector and a lot of the classrooms did not have proper screens mounted. This has been a positive introduction to the classroom. The instructors find it is a lot easier for them hooking up an HDMI cable to the TV as opposed to working the projector.
- The largest information technology requirement at the College continues to be found in the Office Education program. Students in this program typically use a Microsoft Windows 7 workstation running Microsoft Office 2010. The College moved to Microsoft Office 2013 for the 2015/16 program. This system connects to a Microsoft Server 2008 Domain Controller and file server, as well as to the Microsoft Exchange 2008 Server for email. Staff has embraced the move to a SmartBoard and are utilizing the technology.
- The College has invested in a MimioTeach™ interactive whiteboard for use with our English as a Second Language programs. This is portable technology that an instructor can easily transport and setup at an off-site location. This product allows the instructor to have smartboard capability wherever the class is.

## **FUTURE CONSIDERATIONS**

- The College continues to enroll onto the Microsoft licensing package for higher education. The advantage is the freedom of upgrading at any time to the most current version of Microsoft software. The college is looking at growing the use of technology in our classrooms. More investment will be made in SmartBoard technology. The College will continue to invest in training to be able to fully utilize the technology and make it a positive experience for staff and students.
- The College is looking into a move to Microsoft Azure. Azure is Microsoft's cloud platform: a growing collection of integrated services-compute, storage, data, networking, and applications. This will add greater security to College data along with increased access for staff that travel. A switch to Microsoft Office 365 is also being investigated as part of this switch to Azure. Microsoft CRM is included in Office 365 and it gives the College a tool to use to help track potential students and alumni. CRM also incorporates into the College's accounting software package.
- The move by Microsoft to acquire Skype for business is being optimized by other Colleges and we are looking at integrating it into our systems as well.
- Microsoft's announcement of two data centres to be located in Canada opens up some new possibilities for the College. Microsoft is investing heavily into cloud computing. As a result, the College will put the proposed server upgrade on hold for one year. Cloud computing will have a significant impact on all organizations moving forward. If cloud computing advances as expected this will have a significant impact on the requirements our server purchase.

## **G. FACILITIES AND CAPITAL**

- The short-term leased facilities used to deliver programs in several communities throughout the College's region vary tremendously in quality and suitability for educational use. Steps must be undertaken to ensure appropriate facility standards are achieved. Increased program requests by First Nations in the College region put pressure on staff to find appropriate available education and training facilities. The addition of a Facilities Technician is helping to address these concerns. Also, this position is able to monitor the college vehicles, equipment and facilities to ensure all are maintained properly, thereby ensuring the safety of staff and students.
- Opportunities for non-government partners for contributions to facilities to provide training facilities on reserve and also on-site at major industries will continue to be explored. A 2,600-person camp has been built by BHP Billiton in the Jansen area; the College's intent is to determine if training space can be provided there.
- With the launch of our new logo and visual identity, signage will be updated throughout College facilities. This was put on hold as part of spending freeze and will proceed in 2016/17.
- Parking lot maintenance at the College facilities is an on-going issue.

### **HUMBOLDT**

- The welding shop is currently in a good state of repair. This facility continues to be utilized by the College as well as the local high school. Currently the facility is running at capacity. Ongoing maintenance of this facility must continue to be a priority so that it does not return to the condition it was once in. Interior cleaning to upper duct work, ceilings and ledges should be completed every few years, this needs to be done this summer.
- Humboldt Education Centre currently has no issues. This facility is co-managed by the Horizon School Division and we will work with them to ensure the facility does not fall into a state of disrepair. The College has installed a concrete pad by one exit door to allow easier access for Emergency Medical Services.

### **WATROUS**

- With classes and administration fully utilizing the College's facility adjacent to the Winston High School in Watrous, the College has leased and undertaken leasehold improvements at two remote delivery locations for the Electrician and Practical Nursing programs. The facility for Electrician training continues to meet our needs and has capacity to run an additional trades program. The Practical Nursing facility which opened for programming February 2014 is providing a great training space for our Practical Nursing program and may be able to accommodate additional health care programming.

- The front entrance area, interior and exterior doors need a fresh coat of paint in the summer of 2016. This will freshen up the exterior of the facility to present a professional well kept facility.

### **PUNNICHY**

- In December 2015, the College purchased the Punnichy Church from the Village of Punnichy This space is being used to deliver the Introduction to Mining Course being delivered as part of a two year project from the International Minerals Innovation Institute. As part of this project we will be doing two offerings of this program. The space in the church is in excellent condition. The upstairs of the facility is a wide open space of approximately 3,000 square feet. There is a room in the basement as well that is well lit with natural light of approximately 600 sq ft. We will be applying to purchase furnishings and equipment for the facility from Western Economic Diversification Canada for approximately \$75,000. We have an application into the Federal Government as part of their federal infrastructure investment. We have received \$235,000 from Provincial Government to renovate and freshen up the facility (wheel chair ramp, flooring, paint, washroom upstairs, etc.) The College feels this can provide a great space for non-trades programs in the area for a number of years. Work will start summer 2016 with completion by March 2018.
- The metal roof needs to be checked for leakage as foam closures are out of place.
- With the pressure of BHP Billiton in the area and their need for staff, an increase in programming with the Touchwood Agency Tribal Council and the individual Bands that it serves is expected. The current space in Punnichy attached to the high school does not have enough space to accommodate increased numbers. With the purchase of another facility from the Village of Punnichy, the College has removed the capital project from our long range plans. With this new space as well as Horizon School Division signing a ten year lease of the curling rink, we will be better equipped to meet the aboriginal training needs and to provide staff for the proposed mine and spin-off jobs.
- The College office and classroom space attached to the high school is of adequate quality and is currently requiring no upgrades.

### **WAKAW**

The office and classroom are of adequate quality and currently are meeting our programing needs.

### **WYNYARD**

The College had planned to complete renovations to ensure better access to office and classroom space. Service Canada has moved out and freed up an office space. Thus eliminated the need for these renovations at this time.

### **SOUTHEY**

The office and classroom are of adequate quality and currently are meeting our programing needs.



**Major Capital Plan:**

Campus Location	Leased/ Owned	Project Detail	Institution Priority	Estimated Cost	Institution Fund \$	Ministry Fund \$					
						Year 1	Year 2	Year 3	Year 4	Year 5	Next 5 Years
<b>Totals</b>											

Note: There are no major capital projects planned at this time.

**Preventative Maintenance and Renewal (PMR) and Equipment Renewal Plan:**

The college is currently in the process of finalizing a long-term preventative maintenance plan. Once this is finalized, it will provide the information to complete this in the future. Also, the College needs to coordinate with the Horizon School Division for preventative maintenance and renewal on shared locations.

Campus Location	Leased/ Owned	Project Detail	Institution Priority	Estimated Cost	Institution Fund \$	Ministry Fund \$		
						Year 1	Year 2	Year 3
Punnichy	Owned	Renovate to separate space into two classrooms and provide office space.	High	250,000	75,000	250,000		
<b>Totals</b>				\$250,000	\$75,000	\$250,000		

**Land Transaction and Occupancy Plan**

DESCRIPTOR	LOCATION	Owned/ Leased	LESSOR	TERM EXPIRY	Annual Rent
Admin / class / SCN	Watrous	Leased	Horizon School Division #205	Dec. 31/20	\$5,000
Admin / class / SCN	Wynyard	Leased	Horizon School Division #205	Dec. 31/20	\$7,200
Administration	Southey	Leased	Town of Southey	90 day notification	\$7,200
Basic Education Classroom	One Arrow First Nation	Leased	One Arrow First Nation	April 2016	in kind
Basic Education Classroom	Punnichy	Leased	Horizon School Division #205	Dec. 31/20	\$14,800
Skills Training Classroom	Punnichy	Leased	Horizon School Division #205	as required	in partnership
Skills Training Classroom	Punnichy	Owned	N/A	N/A	N/A
Basic Education Classroom	Wakaw	Leased	RM of Fish Creek # 402	Aug 31/16	\$7,800
Electrician Facility	Watrous	Leased	Ben Kessler	July 31/16	\$18,000
Humboldt Education Centre	Humboldt	Leased	Horizon School Division #205 and ST. Paul's R.C.S.S. D. #20	Oct 31/61	\$57,300
Practical Nursing	Watrous	Leased	Sebella Properties Inc.	Dec. 31/18	\$57,745
Skills Training Classroom	Raymore	Leased	Wilf Baggenstof	June 30/16	\$4,500
Welding Shop	Humboldt	Owned	We own the building but lease the land from CN	Property Taxes Pd Annually	\$3,500

Humboldt Education Centre annual rent includes: janitorial, building supplies, utilities, maintenance, etc.

Raymore Facility: 41/2 month lease, \$1,000 /month, expires June 2016

Annual cost: Includes building supplies, grounds, janitorial, rental, repairs/maintenance and utilities based on estimates

## **H. FINANCIAL PLAN**

### **Part A: PROJECTED BUSINESS PLAN FINANCIAL STATEMENTS AND KEY ASSUMPTIONS**

#### **Key Assumptions**

- Current Collective Agreement expires August 31, 2016. In anticipation of a new Collective Agreement, wages have been increased by 1.5% as of September 1, 2016. Out-of-scope wages have been increased by the same amount as in scope staff.
- Industry Canada has funded the Youth Internship Program (formerly the Community Access Program) for the past 16 years, contracting with the College to administer the Saskatchewan project. The YI project has been budgeted for the 2016/17 fiscal year in the amount of \$440,000. Industry Canada has confirmed continuation of the program. Exact dollar amounts will be known by summer of 2016.
- Over the past couple years the College worked at stabilizing the Adult Basic Education (including ESL training) and Skills Training after a period of rapid growth. In 2015/16, the College continued to work with the First Nations in our region. The College believes that we can play a key role in working with our First Nations partners to meet their needs and, as a result, help meet the job demands of the region. With the ongoing potash mining activities in our region it will be crucial for the College to be a part of the solution and act in a proactive matter as opposed to being reactionary. Only through partnerships can the College continue to enhance and grow its ABE programming to meet these demands.
- Some aggressive targets are set to generate revenue from non-traditional sources. This revenue generation is needed to assist with covering collective agreement increases. Should collective agreement costs be funded as they were in the past, the additional revenue will be utilized to increase programming. Increased programming will need to be a priority to meet the labour market needs of the Province.

### **Part B: FINANCIAL IMPACTS OF IDENTIFIABLE RISKS**

- In the last several years, the College has been actively working with its First Nations communities to provide the delivery of Skills Training programs. However, limited program funding available to the College has necessitated a cost recovery approach to these efforts; if the respective First Nation is unable to provide funding (whether alone or in partnership with another agency), the program will unfortunately not be delivered. Similarly, programming for the Punnichy Community High School is totally dependent upon funding through agencies such as Aboriginal Affairs and Northern Development Canada (AANDC) and the Horizon School Division.
- The 2016/17 Program Plan anticipates an administrative recovery of \$55,950 from cost-recovery programming through partnerships with business, industry and First Nation communities.

- The need and related costs for rigorous intake and assessment, remediation, and counseling continue to increase for Adult Basic Education programming in general, and for on-reserve programs specifically.
- Grant funds in support of learners to enroll in Adult Basic Education while eligible for K-12 are highly variable (targeted at \$187,000 in 2016/17) and are entirely dependent upon qualified registrants as at September 30.
- Human resources represent the largest single budget item. It is a considerable challenge to meet increasing labour demands with increasing wage costs and static funding levels. If collective bargaining costs are not funded it puts the College in a difficult situation.
- As the College incorporates new policies and procedures for an entrepreneurial focus, training of all staff, especially those who are engaged in community-based programming, will be necessary. In-service training costs will rise in the future to support succession planning where feasible and to reduce the College's vulnerability to a lack of redundancy (e.g., OCSM expertise is largely vested in one individual).

**Part C: SURPLUS UTILIZATION/DEFICIT MANAGEMENT PLAN**

Unearned, or deferred, revenues are expected to be \$30,000 at June 30, 2016. At the end of the 2016/17 fiscal year these funds are expected to decrease to \$25,000.

<b>SCHEDULE OF DEFERRED / UNEARNED REVENUE</b>	
<b>Details</b>	<b>First Nation Funding</b>
<b>Estimated Balance July 1/16</b>	\$30,000
2016-2017 Budget	\$100,000
2016-2017 Projected Expenditures	<\$95,000>
<b>Estimated Balance July 1/17</b>	\$25,000

The College has worked hard over the past few years at utilizing internally restricted programming funds. By June 30, 2017 the majority of these funds will have been utilized. This will have an impact on our programming numbers. With these funds no longer available, the College will have to decrease our program offerings if additional funding is not received. This will have an impact on the College’s ability to meet industry needs.

The unrestricted operating surplus has steadily declined over the past couple years. The College has utilized most of the funds available as one-time purchases. By June 30, 2016, the balance of this fund is expected to be at \$309,835. This is slightly higher than the Ministry target of 3% of revenues. Based on initial estimate of the 2017/18 fiscal year, the College will have to do a thorough review of its operations in 2016/17 to avoid going below the 3% level. Without an increase in programming and operating grants in 2017/18 the College will be forced to make to some difficult decisions to avoid going below the 3%. Both revenue generation and expenditure control will be assessed. Ideally, an operating surplus of \$100,000 per year would allow for facility maintenance and replacement of equipment, while maintaining the overall 3% in unrestricted operating surplus.

<b>Carlton Trail College                      Projected Schedule of Accumulated Surplus                      June 30, 2017, Business Plan</b>				
<b>Internally Restricted                      Operating Surplus</b>	<b>Statement of Purpose</b>	<b>Amount</b>	<b>Time Frame</b>	<b>June 30/17                      Forecast</b>
<b>Capital Projects:</b>				
Sustaining Capital Funding	Minor equipment purchases and repairs/maintenance.	0	Full allocation spent annually	0
<b>Other:</b>				
Information Technology	\$40,000 Server planned to replace in 2016/17; however, delaying to assess the impact of Cloud computing. Microsoft is opening two data centers in Canada and are investing heavily in Cloud computing.	40,000	Funds available will be fully expended by September of 2017. Immediately after this, a new reserve will need to be established.	40,000
Online Registration/Content Management Software	The College would like to invest in a software package that will allow us to provide online student and also be able to track potential student contact information from first point of contact to completion of training. Status of a new student information system for the K-12 system, as a possible College system partnership, may impact timelines. \$10,000 expected to be spent in 2016/17 to implement Microsoft CRM and Office 365 as part of the switch to Microsoft Azure.	40,000	2016/2017  Purchase delayed until a Provincial review is completed on SIS.	40,000
Learning Enhanced Technology	Smart boards, video conferencing, technology to aid in the classroom.	18,620	Need funds available to replace smart boards as they become obsolete or are not repairable.	18,620
Professional Development	1% of staff salary placed into a reserve to provide training. Each employee can accrue up to three years of PD.	51,505	Funds are in and out on a revolving basis so this will never get to zero.	51,505
Vehicles	The College sets aside \$15,000 per year for the replacement of College vehicles. The College currently owns seven vehicles and requires funds to replace units as needed. The College would like to get into the position of being able to replace one unit per year a cost of approximately \$35,000.	88,730	Funds are in and out on a revolving basis so this will never get to zero.	103,730
Scholarship	The College generated scholarship funds along with matching funds from the Ministry. This also includes funds from the BHP Billiton scholarship that the College administers.	213,505	Funds are in and out on a revolving basis so this will never get to zero.	225,625

<b>Carlton Trail College                      Projected Schedule of Accumulated Surplus                      June 30, 2017, Business Plan</b>				
<b>Internally Restricted                      Operating Surplus</b>	<b>Statement of Purpose</b>	<b>Amount</b>	<b>Time Frame</b>	<b>June 30/17                      Forecast</b>
<b>Learner Support                      Costs:</b>				
LMA Funding	With reserves decreased over the past few years, these funds will definitely be needed in 2016/17 to maintain the current level of supports in place for students.	38,085	2016/17	0
<b>Programming:</b>				
Early Childhood Education	Currently running four programs: Raymore, Humboldt, Wakaw and Lumsden. Various delivery styles based on needs in the area.	44,705	2017/2018	29,290
English as a Second Language	Currently reviewing program needs and expect to fully utilize in 2017/2018.	88,910	2017/2018	88,910
Adult Basic Education	Funds will be fully utilized in 2016/2017 to maintain current programs and programming supports.	84,585	2016/2017	0
Adult Basic Education On Reserve	Funds will be fully utilized in 2016/2017 to maintain current programs and programming supports.	89,990	2016/2017	0
Total Internal Restricted		798,635		597,680
Unrestricted Operating Surplus		309,835		222,075
<b>Accumulated Surplus from Operations</b>		<b>\$1,108,470</b>		<b>\$819,755</b>

## **I. FINANCIAL PLANNING (2016-17 AND 2017-18) AND GOVERNMENT BUDGET INPUT**

The College goal ongoing is to achieve a \$100,000 surplus each fiscal year. This is the minimum amount that the College feels is needed to be able to maintain facilities and ensure adequate funds are available to replace College assets. Just replacing one vehicle per year at \$35,000 plus another \$25,000 per year for computer fleet replacements, utilizes most of this surplus. This leaves \$40,000 per year for other equipment and minor facility maintenance and repairs. Any major repairs and emergency maintenance issues are dealt with as per the Ministry Preventative Maintenance and Renewal (PMR) funding for projects under \$250K.

In order to achieve a \$100,000 surplus, the base operating grant must increase. The base operating grant increases must cover more than just the Collective Agreement costs to ensure that ongoing the College can maintain current level of services to students.

Over the past two fiscal years, the Skills Training Allocation has decreased from \$977,873 to \$897,264. This decrease amounts to one entire program removed from our program plan every year going forward. By the end of 2016/17 the College will no longer have any carry forward funds available for use. In 2016/17 we have had to decrease our program plan as the level of funds available was not adequate to maintain the 2015/16 programming levels. The fluctuating amounts for Skills Training Allocation make it challenging to prepare a two or three year program plan. It would be nice to see the programming funds set at a base amount and increase each year to cover inflation and CBA costs. If this is not possible, having the ability to apply for additional funds to meet industry needs would be a welcome addition. The College is pleased to see the Skills Training Allocation grant increased to \$1,000,000 for the 2016/17 fiscal year.

Our best guess is that anything short of a 4% total grant increase in 2016/17 and 3% ongoing for future years will result in a reduction of programming and service for the College.

Status Quo Programs/Serices for 2017/18 and 2018/19

<b>Table 1 Expenditure Level Template</b>	<b>2014-15 Actual</b>	<b>2015-16 Budget</b>	<b>2015-16 Estimate</b>	<b>Year 1 2016-17 Budget</b>	<b>Year 2 2017-18 Forecast</b>	<b>Year 3 2018-19 Forecast</b>
<b>Revenues</b>						
- Operating Grant Funding	4,231,450	4,206,200	4,187,200	4,592,750	4,805,135	4,876,015
- Tuition	1,034,110	941,465	896,795	807,265	850,920	867,940
- Other Sources	2,242,855	2,028,010	2,135,175	1,969,620	1,883,095	1,900,000
<b>Total Revenues</b>	<b>7,508,415</b>	<b>7,175,675</b>	<b>7,219,170</b>	<b>7,369,635</b>	<b>7,539,150</b>	<b>7,643,955</b>
<b>Expenditures</b>						
- Out-of-Scope Salaries	584,560	611,285	660,000	952,330	964,030	978,490
- In-Scope		2,676,290	2,700,000	2,531,035	2,564,565	2,603,030
- Other Salaries		1,006,905	840,890	671,535	371,700	380,000
- Benefits	650,165	722,540	691,715	688,100	704,035	714,500
Sub-total Salaries and Benefits	1,234,725	5,017,020	4,892,605	4,843,000	4,604,330	4,676,020
Other Operating Expenses		2,984,010	2,991,630	2,885,970	3,311,635	3,344,750
<b>Total Expenditures</b>	<b>1,234,725</b>	<b>8,001,030</b>	<b>7,884,235</b>	<b>7,728,970</b>	<b>7,915,965</b>	<b>8,020,770</b>
<b>Annual Operating (Deficit) Surplus</b>	<b>6,273,690</b>	<b>(825,355)</b>	<b>(665,065)</b>	<b>(359,335)</b>	<b>(376,815)</b>	<b>(376,815)</b>

The transition to move four managers from In-scope to out of scope became official May 1, 2016  
 1.5% collective bargaining increase for each fiscal year.  
 1% on operating expenses for 2018/19  
 2% tuition increase for 2018/19

Supplementary Salary Detail

	<b>Out of Scope</b>	<b>In Scope</b>	<b>Total</b>
Numbe of Employees	11	57	68
Salary in Year 1 from table (2016/17)	\$952,330.00	\$2,531,035.00	\$3,483,365.00
- Annual merit increases	5,870	4,470	10,340
- Annual economic increases	15,000	38,000	53,000
- Adjustments to staffing	(9,170)	(8,940)	(18,110)
Salary in Year 2 from table 1 (2017/18)	<u>\$964,030.00</u>	<u>\$2,564,565.00</u>	<u>\$3,528,595.00</u>

- Staffing adjustments due to some changes in staffing due to retirements. New staff hired lower on the grid.

In order to maintain all programming, services and staffing at the same levels as 2016/17 the College would require an increase to our operating grant of \$450,000. Over the past number of years the College has worked at getting our unrestricted surplus in line with the Ministry guideline of 3%. Also, the College will have utilized our available carry forward programming funds and will not have these to draw on after the 2016/17 fiscal year.

0% funding increase for 2017/18 and 2018/19

<b>Table 3 Expenditure Level Template</b>	<b>2014-15 Actual</b>	<b>2015-16 Budget</b>	<b>2015-16 Estimate</b>	<b>Year 1 2016-17 Budget</b>	<b>Year 2 2017-18 Forecast</b>	<b>Year 3 2018-19 Forecast</b>
<b>Revenues</b>						
- Operating Grant Funding	4,231,450	4,206,200	4,187,200	4,592,750	4,357,750	4,357,750
- Tuition	1,034,110	941,465	896,795	807,265	850,920	867,940
- Other Sources	2,242,855	2,028,010	2,135,175	1,969,620	1,883,095	1,900,000
<b>Total Revenues</b>	<b>7,508,415</b>	<b>7,175,675</b>	<b>7,219,170</b>	<b>7,369,635</b>	<b>7,091,765</b>	<b>7,125,690</b>
<b>Expenditures</b>						
- Out-of-Scope Salaries	584,560	611,285	660,000	952,330	964,030	978,490
- In-Scope		2,676,290	2,700,000	2,531,035	2,564,565	2,603,030
- Other Salaries		1,006,905	840,890	671,535	371,700	380,000
- Benefits	650,165	722,540	691,715	688,100	704,035	714,500
Sub-total Salaries and Benefits	1,234,725	5,017,020	4,892,605	4,843,000	4,604,330	4,676,020
Other Operating Expenses		2,984,010	2,991,630	2,885,970	3,311,635	3,344,750
<b>Total Expenditures</b>	<b>1,234,725</b>	<b>8,001,030</b>	<b>7,884,235</b>	<b>7,728,970</b>	<b>7,915,965</b>	<b>8,020,770</b>
<b>Annual Operating (Deficit) Surplus</b>	<b>6,273,690</b>	<b>(825,355)</b>	<b>(665,065)</b>	<b>(359,335)</b>	<b>(824,200)</b>	<b>(895,080)</b>

Year 2 and Year 3 have been adjusted down by \$235,000 to reflect the capital funding included in 2016/17 operating grant for the renovations to the facility in Punnychy.

No operating grant increase will put the College in a difficult financial position. The Year 2 operating deficit when adjusted for amortization would equate to approximately \$425,000. With only \$220,000 to draw from for unrestricted operating surplus the College would be forced to do some significant restructuring. Staffing reductions and office closures would have to be looked at. Staffing reductions would also impact our ability to continue to actively engage with Industry and First Nations to meet provincial job creation and economic expansion goals. The College has worked hard at developing these partnerships and to go backwards at this time of economic uncertainty for the Province would not be beneficial in the longrun



**APPENDIX A**

**FINANCIAL STATEMENTS**

**AND SCHEDULES**

Statement 1

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

	Forecast June 30 2018	Budget June 30 2017	Budget June 30 2016	Estimated June 30 2016	Actual June 30 2015
<b>Financial Assets</b>					
Cash and cash equivalents	\$ 1,104,260	\$ 1,109,755	\$ 1,169,940	\$ 1,368,470	\$ 1,546,155
Accounts receivable	200,000	175,000	200,000	200,000	570,010
Inventories for resale	40,000	35,000	30,000	30,000	57,170
Portfolio investments	-	-	-	-	-
<b>Total Financial Assets</b>	<b>1,344,260</b>	<b>1,319,755</b>	<b>1,399,940</b>	<b>1,598,470</b>	<b>2,173,335</b>
<b>Liabilities</b>					
Bank indebtedness	-	-	-	-	-
Accrued salaries and benefits	200,000	175,000	190,000	190,000	206,620
Accounts payable and accrued liabilities	150,000	175,000	150,000	150,000	143,375
Deferred revenue	40,000	25,000	30,000	30,000	302,740
Liability for employee future benefits	160,000	150,000	145,000	145,000	138,800
Long-term debt	-	-	-	-	-
<b>Total Financial Assets</b>	<b>550,000</b>	<b>525,000</b>	<b>515,000</b>	<b>515,000</b>	<b>791,535</b>
<b>Net Financial Assets (Net Debt)</b>	<b>794,260</b>	<b>794,755</b>	<b>884,940</b>	<b>1,083,470</b>	<b>1,381,800</b>
<b>Non-Financial Assets</b>					
Tangible capital assets	3,868,220	4,269,540	4,307,635	4,340,160	4,593,690
Inventory of supplies for consumption	-	-	-	-	-
Prepaid expenses	50,000	25,000	25,000	25,000	138,205
<b>Total Non-Financial Assets</b>	<b>3,918,220</b>	<b>4,294,540</b>	<b>4,332,635</b>	<b>4,365,160</b>	<b>4,731,895</b>
<b>Accumulated Surplus</b>	<b>\$ 4,712,480</b>	<b>\$ 5,089,295</b>	<b>\$ 5,217,575</b>	<b>\$ 5,448,630</b>	<b>\$ 6,113,695</b>
<b>Accumulated Surplus is comprised of:</b>					
Accumulated surplus from operations	\$ 4,712,480	\$ 5,089,295	\$ 5,217,575	\$ 5,448,630	\$ 6,113,695
<b>Total Accumulated Surplus</b>	<b>\$ 4,712,480</b>	<b>\$ 5,089,295</b>	<b>\$ 5,217,575</b>	<b>\$ 5,448,630</b>	<b>\$ 6,113,695</b>

Statement 2

**Carlton Trail College**  
**Projected Statement of Operations and Accumulated Surplus (Deficit)**  
**for the year ended June 30, 2017**

	2018 Forecast	2017 Budget	2016 Budget	2016 Estimated	2015 Actual
<b>Revenues (Schedule 2)</b>					
Provincial government					
Grants	\$ 4,805,135	\$ 4,592,750	\$ 4,206,200	\$4,187,200	\$4,231,450
Other	426,200	426,200	577,270	560,090	930,455
Federal government					
Grants	623,470	698,470	624,165	612,000	607,970
Other	-	-	-	-	2,445
Other revenue					
Administrative recoveries	10,100	10,100	10,100	10,100	540
Contracts	602,200	602,200	537,950	691,610	461,950
Interest	14,700	14,700	27,900	22,900	23,590
Rents	500	500	500	500	2,045
Resale items	126,505	138,030	158,705	142,555	167,165
Tuition	850,920	807,265	941,465	896,795	1,034,110
Donations	74,000	74,000	74,000	74,000	19,135
Other	5,420	5,420	17,420	21,420	27,555
Total revenues	<u>7,539,150</u>	<u>7,369,635</u>	<u>7,175,675</u>	<u>7,219,170</u>	<u>7,508,410</u>
<b>Expenses (Schedule 3)</b>					
General	3,335,505	3,255,910	3,137,710	3,143,590	3,097,330
Skills training	2,314,210	2,225,450	2,269,285	2,332,670	2,602,370
Basic education	1,352,480	1,342,805	1,701,610	1,504,550	1,506,100
Services	820,770	811,805	799,425	810,425	772,325
Scholarships	93,000	93,000	93,000	93,000	109,200
Total expenses	<u>7,915,965</u>	<u>7,728,970</u>	<u>8,001,030</u>	<u>7,884,235</u>	<u>8,087,325</u>
Surplus (Deficit) for the Year from Operations	<u>(376,815)</u>	<u>(359,335)</u>	<u>(825,355)</u>	<u>(665,065)</u>	<u>(578,915)</u>
Accumulated Surplus (Deficit), Beginning of Year	<u>5,089,295</u>	<u>5,448,630</u>	<u>6,042,930</u>	<u>6,113,695</u>	<u>6,692,610</u>
Accumulated Surplus (Deficit), End of Year	<u>\$ 4,712,480</u>	<u>\$ 5,089,295</u>	<u>\$ 5,217,575</u>	<u>\$5,448,630</u>	<u>\$6,113,695</u>

**Statement 3**

**Carlton Trail College  
Projected Statement of Changes in Net Financial Assets (Net Debt)  
as at June 30, 2017**

	2017 Budget	2016 Budget	2016 Estimated	2015 Actual
<b>Net Financial Assets (Net Debt), Beginning of Year</b>	<b>\$ 1,083,470</b>	\$ 1,417,645	\$ 1,381,800	\$ 1,729,160
<b>Surplus (Deficit) for the Year from Operations</b>	<b>(359,335)</b>	(825,355)	(665,065)	(578,915)
Acquisition of tangible capital assets	<b>(332,000)</b>	(70,000)	(120,000)	(136,515)
Proceeds on disposal of tangible capital assets	-	-	50,480	-
Net loss (gain) on disposal of tangible capital assets	-	-	(40,470)	-
Write-down of tangible capital assets	-	-	(10,010)	-
Amortization of tangible capital assets	<b>402,620</b>	367,650	373,530	383,685
Acquisition of inventory of supplies for consumption	-	-	-	-
Acquisition of prepaid expenses	<b>(125,000)</b>	(145,000)	-	(479,065)
Consumption of supplies inventory	-	-	-	-
Use of prepaid expenses	<b>125,000</b>	140,000	113,205	463,450
<b>Change in Net Financial Assets (Net Debt)</b>	<b>(288,715)</b>	(532,705)	(298,330)	(347,360)
<b>Net Financial Assets (Net Debt), End of Year</b>	<b>\$ 794,755</b>	\$ 884,940	\$ 1,083,470	\$ 1,381,800

Statement 4

**Carlton Trail College  
Projected Statement of Cash Flows  
for the year ended June 30, 2017**

	<b>Budget 2017</b>	Budget 2016	Estimated 2016	Actual 2015
<b>Operating Activities</b>				
Surplus (deficit) for the year from operations	<b>\$ (359,335)</b>	\$ (825,355)	\$ (665,065)	\$ (578,915)
Non-cash items included in surplus (deficit)				
Amortization of tangible capital assets	<b>402,620</b>	367,650	373,530	383,685
Net (gain) loss on disposal of tangible capital assets	-	-	(40,470)	-
Write-down of tangible capital assets	-	-	(10,010)	-
Changes in non-cash working capital				
Decrease (increase) in accounts receivable	<b>25,000</b>	100,000	370,010	99,545
Decrease (increase) in inventories for resale	<b>(5,000)</b>	(5,000)	27,170	(17,610)
Increase (decrease) in accrued salaries and benefits	<b>(15,000)</b>	(10,000)	(16,620)	39,705
Increase (decrease) in accounts payable and accrued liabilities	<b>25,000</b>	5,000	6,625	(91,900)
Increase (decrease) in deferred revenue	<b>(5,000)</b>	-	(272,740)	259,585
Increase (Decrease) in Liability for Employee Future Benefits	<b>5,000</b>	6,200	6,200	14,600
Decrease (increase) in inventory of supplies for consumption	-	-	-	-
Decrease (increase) in prepaid expenses	-	(5,000)	113,205	(15,620)
<b>Cash Provided (Used) by Operating Activities</b>	<b>73,285</b>	(366,505)	(108,165)	93,075
<b>Capital Activities</b>				
Cash used to acquire tangible capital assets	<b>(332,000)</b>	(70,000)	(120,000)	(136,515)
Proceeds on disposal of tangible capital assets	-	-	50,480	-
<b>Cash Provided (Used) by Capital Activities</b>	<b>(332,000)</b>	(70,000)	(69,520)	(136,515)
<b>Investing Activities</b>				
Cash used to acquire portfolio investments	-	-	-	-
Proceeds from disposal of portfolio investments	-	-	-	-
<b>Cash Provided (Used) by Investing Activities</b>	-	-	-	-
<b>Financing Activities</b>				
Proceeds form issuance of long-term debt	-	-	-	-
Repayment of long-term debt	-	-	-	-
<b>Cash Provided (Used) by Financing Activities</b>	-	-	-	-
<b>Increase (Decrease) in Cash and Cash equivalents</b>	<b>(258,715)</b>	(436,505)	(177,685)	(43,440)
<b>Cash and Cash Equivalents, Beginning of Year</b>	<b>1,368,470</b>	1,606,445	1,546,155	1,589,595
<b>Cash and Cash Equivalents, End of Year</b>	<b>\$ 1,109,755</b>	\$ 1,169,940	\$ 1,368,470	\$ 1,546,155
<b>Represented on the Financial Statements as:</b>				
Cash and cash equivalents	<b>\$ 1,109,755</b>	\$ 1,169,940	\$ 1,368,470	\$ 1,546,155
Bank indebtedness	-	-	-	-
<b>Cash and Cash Equivalents, End of Year</b>	<b>\$ 1,109,755</b>	\$ 1,169,940	\$ 1,368,470	\$ 1,546,155

Schedule 1

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

	2017 Projected							2017 Budget	2016 Budget	2016 Estimated	2015 Actual	
	General	Skills Training		Basic Education		Services						Scholarships
		Credit	Non-credit	Credit	Non-credit	Learner Support	Counsel					
<b>Revenues (Schedule 2)</b>												
Provincial government	\$ 2,528,190	\$ 1,003,200	\$ -	\$ 632,430	\$ 579,420	\$ 122,730	\$ 134,980	\$ 18,000	\$ 5,018,950	\$4,783,470	\$4,747,290	\$5,161,905
Federal government	75,000	-	-	-	183,470	440,000	-	-	698,470	624,165	612,000	610,415
Other	22,600	1,302,455	122,500	70,700	36,840	10,000	-	87,120	1,652,215	1,768,040	1,859,880	1,736,090
<b>Total Revenues</b>	<b>2,625,790</b>	<b>2,305,655</b>	<b>122,500</b>	<b>703,130</b>	<b>799,730</b>	<b>572,730</b>	<b>134,980</b>	<b>105,120</b>	<b>7,369,635</b>	<b>7,175,675</b>	<b>7,219,170</b>	<b>7,508,410</b>
<b>Expenses (Schedule 3)</b>												
Agency contracts	-	752,350	33,500	-	77,000	7,500	-	-	870,350	975,740	856,220	1,104,440
Amortization	402,620	-	-	-	-	-	-	-	402,620	367,650	373,530	383,685
Equipment	68,600	61,525	-	4,335	300	3,500	-	-	138,260	166,035	253,960	290,695
Facilities	91,190	162,280	3,000	46,075	10,500	-	-	-	313,045	322,245	318,110	315,400
Information technology	30,810	3,050	-	1,095	300	14,700	-	-	49,955	57,760	50,760	40,445
Operating	475,185	257,740	12,400	76,660	141,480	41,975	13,300	93,000	1,111,740	1,094,580	1,139,050	1,069,390
Personal services	2,187,505	901,005	38,600	501,135	483,925	577,635	153,195	-	4,843,000	5,017,020	4,892,605	4,883,270
<b>Total Expenses</b>	<b>3,255,910</b>	<b>2,137,950</b>	<b>87,500</b>	<b>629,300</b>	<b>713,505</b>	<b>645,310</b>	<b>166,495</b>	<b>93,000</b>	<b>7,728,970</b>	<b>8,001,030</b>	<b>7,884,235</b>	<b>8,087,325</b>
<b>Surplus (Deficit) for the year</b>	<b>\$ (630,120)</b>	<b>\$ 167,705</b>	<b>\$ 35,000</b>	<b>\$ 73,830</b>	<b>\$ 86,225</b>	<b>\$ (72,580)</b>	<b>\$ (31,515)</b>	<b>\$ 12,120</b>	<b>\$ (359,335)</b>	<b>\$ (825,355)</b>	<b>\$ (665,065)</b>	<b>\$ (578,915)</b>

Schedule 2

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

	2017 Projected Revenues							Scholarships	2017	2016	2016	2015
	General	Skills Training		Basic Education		Services			Total	Total	Total	Total
		Credit	Non-credit	Credit	Non-credit	Learner Support	Counsel		Revenues Budget	Revenues Budget	Revenues Estimated	Revenues Actual
<b>Provincial Government</b>												
Advanced Education/ Economy												
Operating grants	\$ 2,271,190	\$ -	\$ -	\$ -	\$ -	\$ 104,730	\$ 134,980	\$ -	\$ 2,510,900	\$ 2,510,900	\$ 2,497,900	\$ 2,492,900
Program grants	-	1,000,000	-	445,430	379,420	-	-	-	1,824,850	1,673,300	1,667,300	1,716,550
Capital grants	257,000	-	-	-	-	-	-	-	257,000	22,000	22,000	22,000
	2,528,190	1,000,000	-	445,430	379,420	104,730	134,980	-	4,592,750	4,206,200	4,187,200	4,231,450
Contracts	-	-	-	-	200,000	18,000	-	-	218,000	311,850	218,000	456,490
Other	-	-	-	-	-	-	-	-	-	-	-	-
	2,528,190	1,000,000	-	445,430	579,420	122,730	134,980	-	4,810,750	4,518,050	4,405,200	4,687,940
Other provincial	-	3,200	-	187,000	-	-	-	18,000	208,200	265,420	342,090	473,965
<b>Total Provincial</b>	2,528,190	1,003,200	-	632,430	579,420	122,730	134,980	18,000	5,018,950	4,783,470	4,747,290	5,161,905
<b>Federal Government</b>												
Operating grants	-	-	-	-	-	-	-	-	-	-	-	-
Program grants	-	-	-	-	183,470	440,000	-	-	623,470	624,165	612,000	607,970
Capital grants	75,000	-	-	-	-	-	-	-	75,000	-	-	-
	75,000	-	-	-	183,470	440,000	-	-	698,470	624,165	612,000	607,970
Other Federal	-	-	-	-	-	-	-	-	-	-	-	2,445
<b>Total Federal</b>	75,000	-	-	-	183,470	440,000	-	-	698,470	624,165	612,000	610,415
<b>Other Revenue</b>												
Admin recovery	1,000	-	-	-	-	-	-	9,100	10,100	10,100	10,100	540
Contracts	5,000	479,500	20,000	70,700	27,000	-	-	-	602,200	537,950	691,610	461,950
Interest	12,000	-	-	-	-	-	-	2,700	14,700	27,900	22,900	23,590
Rents	500	-	-	-	-	-	-	-	500	500	500	2,045
Resale items	-	130,530	7,500	-	-	-	-	-	138,030	158,705	142,555	167,165
Tuitions	-	692,425	95,000	-	9,840	10,000	-	-	807,265	941,465	896,795	1,034,110
Donations	-	-	-	-	-	-	-	74,000	74,000	74,000	74,000	19,135
Other	4,100	-	-	-	-	-	-	1,320	5,420	17,420	21,420	27,555
<b>Total Other</b>	22,600	1,302,455	122,500	70,700	36,840	10,000	-	87,120	1,652,215	1,768,040	1,859,880	1,736,090
<b>Total Revenues</b>	\$ 2,625,790	\$ 2,305,655	\$ 122,500	\$ 703,130	\$ 799,730	\$ 572,730	\$ 134,980	\$ 105,120	\$ 7,369,635	\$ 7,175,675	\$ 7,219,170	\$ 7,508,410

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

	2017 Projected Expenses								2017 Total Expenses Budget	2016 Total Expenses Budget	2016 Total Expenses Estimated	2015 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	\$ -	\$ 752,350	\$ 33,500	\$ -	\$ 77,000	\$ 7,500	\$ -	\$ -	\$ 870,350	\$ 967,740	\$ 856,220	\$ 1,102,215
Instructors	-	-	-	-	-	-	-	-	-	8,000	-	2,225
	-	752,350	33,500	-	77,000	7,500	-	-	870,350	975,740	856,220	1,104,440
<b>Amortization</b>	402,620	-	-	-	-	-	-	-	402,620	367,650	373,530	383,685
<b>Equipment</b>												
Equipment (non-capital)	9,300	9,725	-	550	-	3,500	-	-	23,075	49,950	30,250	85,560
Rental	34,750	51,500	-	3,785	-	-	-	-	90,035	90,935	168,105	168,140
Repairs and maintenance	24,550	300	-	-	300	-	-	-	25,150	25,150	55,605	36,995
	68,600	61,525	-	4,335	300	3,500	-	-	138,260	166,035	253,960	290,695
<b>Facilities</b>												
Building supplies	1,000	3,000	-	1,915	-	-	-	-	5,915	5,565	5,330	6,425
Grounds	1,950	400	-	500	-	-	-	-	2,850	3,450	3,450	3,795
Janitorial	19,340	26,350	-	5,900	-	-	-	-	51,590	65,440	65,540	60,075
Rental	56,400	105,230	3,000	32,960	10,500	-	-	-	208,090	204,490	200,490	193,505
Repairs & maintenance buildin	9,500	8,000	-	600	-	-	-	-	18,100	18,100	18,100	22,500
Utilities	3,000	19,300	-	4,200	-	-	-	-	26,500	25,200	25,200	29,100
	91,190	162,280	3,000	46,075	10,500	-	-	-	313,045	322,245	318,110	315,400
<b>Information Technology</b>												
Computer services	5,720	-	-	-	-	12,500	-	-	18,220	25,220	18,220	19,145
Data communications	500	500	-	-	-	600	-	-	1,600	1,100	1,100	1,215
Equipment (non-capital)	2,000	450	-	-	-	1,000	-	-	3,450	3,000	3,000	1,175
Materials & supplies	2,500	1,200	-	200	-	100	-	-	4,000	4,000	4,000	2,030
Rental	1,260	-	-	-	-	-	-	-	1,260	1,260	1,260	1,345
Repairs & maintenance buildin	-	400	-	-	-	-	-	-	400	400	400	30
Software (non-capital)	18,830	500	-	895	300	500	-	-	21,025	22,780	22,780	15,505
	30,810	3,050	-	1,095	300	14,700	-	-	49,955	57,760	50,760	40,445
<b>Operating</b>												
Advertising	66,965	9,750	1,000	500	6,950	1,750	-	-	86,915	95,445	97,045	43,635
Association fees & dues	26,975	975	-	-	250	-	-	-	28,200	38,325	38,750	42,625
Bad debts	-	-	-	-	-	-	-	-	-	1,525	-	44,810
Financial services	12,985	-	-	-	-	-	-	-	12,985	12,985	14,235	12,010
In-service (includes PD)	32,200	-	-	1,800	2,950	1,250	1,500	-	39,700	46,195	43,445	40,870
Insurance	39,555	500	-	-	-	-	-	-	40,055	45,555	45,055	39,930
Materials & supplies	37,875	77,380	2,150	54,735	80,385	9,250	3,000	-	264,775	190,515	229,520	153,745
Postage, freight & courier	27,735	1,025	-	30	-	250	-	-	29,040	28,860	29,030	28,470
Printing & copying	38,995	475	-	680	1,025	-	-	-	41,175	42,720	43,720	36,175
Professional services	60,860	-	-	-	10,845	23,500	2,500	-	97,705	82,355	88,355	72,470
Resale items	-	125,760	7,500	-	-	-	-	-	133,260	139,905	140,765	216,055
Subscriptions	5,920	700	-	50	-	-	-	-	6,670	6,520	6,520	4,155
Telephone & fax	48,080	7,380	1,750	4,700	3,000	600	1,200	-	66,710	61,920	60,170	59,990
Travel	71,240	24,620	-	4,525	28,375	5,375	5,100	-	139,235	175,885	173,285	119,910
Other	5,800	9,175	-	9,640	7,700	-	-	93,000	125,315	125,870	129,155	154,540
	475,185	257,740	12,400	76,660	141,480	41,975	13,300	93,000	1,111,740	1,094,580	1,139,050	1,069,390
<b>Personal Services</b>												
Employee benefits	348,305	115,290	6,100	56,430	79,155	60,985	21,835	-	688,100	722,540	691,715	650,165
Honoraria	26,545	1,000	-	-	1,500	-	-	-	29,045	31,290	31,290	22,265
Salaries	1,812,655	784,715	32,500	444,705	403,270	516,650	131,360	-	4,125,855	4,260,690	4,167,100	4,210,840
Other	-	-	-	-	-	-	-	-	-	2,500	2,500	-
	2,187,505	901,005	38,600	501,135	483,925	577,635	153,195	-	4,843,000	5,017,020	4,892,605	4,883,270
<b>Total Expenses</b>	<b>\$ 3,255,910</b>	<b>\$ 2,137,950</b>	<b>\$ 87,500</b>	<b>\$ 629,300</b>	<b>\$ 713,505</b>	<b>\$ 645,310</b>	<b>\$ 166,495</b>	<b>\$ 93,000</b>	<b>\$ 7,728,970</b>	<b>\$ 8,001,030</b>	<b>\$ 7,884,235</b>	<b>\$ 8,087,325</b>



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

	2017 Projected General				2017 Total General Budget	2016 Total General Budget	2016 Total General Estimated	2015 Total General Actual
	Governance	Operating and Administration	Facilities and Equipment	Information Technology				
<b>Agency Contracts</b>								
Contracts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Instructors	-	-	-	-	-	-	-	1,190
	-	-	-	-	-	-	-	1,190
<b>Amortization</b>	-	-	402,620	-	402,620	367,650	373,530	383,685
<b>Equipment</b>								
Equipment (non-capital)	800	8,500	-	-	9,300	9,300	9,300	30,810
Rental	-	34,750	-	-	34,750	34,750	34,750	46,225
Repairs and maintenance	-	24,550	-	-	24,550	24,550	24,550	26,640
	800	67,800	-	-	68,600	68,600	68,600	103,675
<b>Facilities</b>								
Building supplies	-	1,000	-	-	1,000	1,000	1,000	1,475
Grounds	-	1,950	-	-	1,950	1,950	1,950	2,375
Janitorial	-	19,340	-	-	19,340	19,340	19,340	20,565
Rental	1,350	55,050	-	-	56,400	33,250	33,250	41,875
Repairs & maintenance building	-	9,500	-	-	9,500	9,500	9,500	10,510
Utilities	-	3,000	-	-	3,000	3,000	3,000	2,230
	1,350	89,840	-	-	91,190	68,040	68,040	79,030
<b>Information Technology</b>								
Computer services	-	500	-	5,220	5,720	5,720	5,720	8,550
Data communications	-	-	-	500	500	500	500	-
Equipment (non-capital)	-	1,250	-	750	2,000	2,000	2,000	610
Materials & supplies	-	750	-	1,750	2,500	2,500	2,500	1,460
Rental	-	1,260	-	-	1,260	1,260	1,260	1,345
Repairs & maintenance building	-	-	-	-	-	-	-	-
Software (non-capital)	-	12,830	-	6,000	18,830	18,830	18,830	9,790
	-	16,590	-	14,220	30,810	30,810	30,810	21,755
<b>Operating</b>								
Advertising	3,000	63,965	-	-	66,965	71,070	71,070	25,400
Association fees & dues	20,000	6,975	-	-	26,975	36,975	36,975	40,720
Bad debts	-	-	-	-	-	-	-	44,810
Financial services	-	12,985	-	-	12,985	12,985	12,985	12,005
In-service (includes PD)	10,100	21,600	-	500	32,200	30,000	30,000	35,510
Insurance	-	39,555	-	-	39,555	39,555	39,555	39,930
Materials & supplies	2,100	35,775	-	-	37,875	26,875	26,875	29,015
Postage, freight & courier	-	27,735	-	-	27,735	28,055	28,055	26,425
Printing & copying	250	38,595	-	150	38,995	39,925	39,925	34,885
Professional services	23,000	37,860	-	-	60,860	69,855	69,855	65,770
Resale items	-	-	-	-	-	-	-	250
Subscriptions	-	5,920	-	-	5,920	5,920	5,920	3,765
Telephone & fax	-	47,480	-	600	48,080	45,080	45,080	41,095
Travel	27,425	41,215	-	2,600	71,240	67,640	67,640	52,835
Other	400	5,400	-	-	5,800	5,800	5,800	5,310
	86,275	385,060	-	3,850	475,185	479,735	479,735	457,725
<b>Personal Services</b>								
Employee benefits	1,000	310,520	-	36,785	348,305	334,805	334,805	322,865
Honoraria	26,545	-	-	-	26,545	28,290	28,290	21,110
Salaries	-	1,611,805	-	200,850	1,812,655	1,759,780	1,759,780	1,706,295
Other	-	-	-	-	-	-	-	-
	27,545	1,922,325	-	237,635	2,187,505	2,122,875	2,122,875	2,050,270
<b>Total General Expenses</b>	\$ 115,970	\$ 2,481,615	\$ 402,620	\$ 255,705	\$ 3,255,910	\$ 3,137,710	\$ 3,143,590	\$ 3,097,330

**Carlton Trail College**  
**Projected Schedule of Accumulated Surplus**  
**for the year ended June 30, 2017**

	June 30 2015 Actual	June 30 2016 Budget	June 30 2016 Estimated	Additions During the Year	Reductions During the Year	June 30 2017 Budget	June 30 2018 Forecast
<b>Invested in Tangible Capital Assets</b>							
Net Book Value of Tangible Capital Assets	\$ 4,593,690	\$ 4,307,635	\$ 4,340,160	\$ 332,000	\$ 402,620	\$ 4,269,540	\$ 3,868,220
Less: Debt owing on Tangible Capital Assets	-	-	-	-	-	-	-
	<u>4,593,690</u>	<u>4,307,635</u>	<u>4,340,160</u>	<u>332,000</u>	<u>402,620</u>	<u>4,269,540</u>	<u>3,868,220</u>
<b>External Contributions to be Held in Perpetuity</b>	-	-	-	-	-	-	-
<b>Internally Restricted Operating Surplus</b>							
Capital Projects:							
Western Economic Diversification	-	-	-	75,000	75,000	-	-
Sustaining Capital Funding	22,000	-	-	257,000	257,000	-	-
	<u>22,000</u>	<u>-</u>	<u>-</u>	<u>332,000</u>	<u>332,000</u>	<u>-</u>	<u>-</u>
Other:							
Information Technology	75,000	40,000	40,000	-	-	40,000	40,000
Online registration/content management software	50,000	40,000	40,000	-	-	40,000	40,000
Learning Enhanced Technology	18,620	18,620	18,620	-	-	18,620	18,620
Professional Development	59,105	51,505	51,505	-	-	51,505	51,505
Vehicles	73,730	88,730	88,730	15,000	-	103,730	118,730
Scholarship	201,385	206,565	213,505	105,120	93,000	225,625	237,745
Targeted programming funds:							
LMA funding	38,085	38,085	38,085	-	38,085	-	-
Early Childhood Education	72,540	-	44,705	-	15,415	29,290	16,185
English as a Second Language	88,910	87,645	88,910	124,850	124,850	88,910	88,910
Skills Training Allocation	117,285	11,200	-	1,000,000	1,000,000	-	-
Adult Basic Education	84,585	84,585	84,585	463,000	547,585	-	-
Adult Basic Education - On Reserve	154,560	25,130	89,990	237,000	326,990	-	-
	<u>1,033,805</u>	<u>692,065</u>	<u>798,635</u>	<u>1,944,970</u>	<u>2,145,925</u>	<u>597,680</u>	<u>611,695</u>
<b>Unrestricted Operating Surplus</b>	464,200	217,875	309,835	-	87,760	222,075	232,565
<b>Total Accumulated Surplus from Operations</b>	<u>\$ 6,113,695</u>	<u>\$ 5,217,575</u>	<u>\$ 5,448,630</u>	<u>\$ 2,608,970</u>	<u>\$ 2,968,305</u>	<u>\$ 5,089,295</u>	<u>\$ 4,712,480</u>

# **APPENDIX B**

## **SKILLS TRAINING ALLOCATION PROGRAM MANAGEMENT FORM**

Year 1



Program Year: 2016-17

Skills Training Allocation - Program Management Form

6/15/2016

Carlton Trail College

Post-Secondary Delivery Institution									
Program Name	Location	Start Date	End Date	# Program Days	Program Capacity	Projected STA Cost	Total Course Cost	Brief Rationale for Program	
Continuing Care Assistant	Humboldt	Sept 7/16	June 30/17	131	14	\$ 41,700.00	\$ 89,115.00	Hard to recruit career in health regions	
Continuing Care Assistant	Wynyard	Jan 3/17	June 30/17	76	14	\$ 23,845.00	\$ 50,765.00	Hard to recruit career in health regions (running over two fiscal years)	
Electrician	Watrous	Oct 26/16	Apr 13/17	115	12	\$ 92,895.00	\$ 135,010.00	Regional need - several electrical companies in area	
Office Administration	Humboldt	Sept 6/16	May 31/17	164	15	\$ 70,345.00	\$ 125,755.00	There continues to be a need for professionally trained administrative assistants. Local employers, such as the Saskatoon Health Region, Horizon School Division, financial institutions, etc. continue to ask for our graduates.	
Plumbing/Pipefitting	Humboldt	Jan 9/17	May 19/17	90	12	\$ 63,620.00	\$ 100,585.00	Regional need, aging population of Journeyman plumbers	
Power Engineering 4th Class	Humboldt	Sept 1/16	May 26/17	190	12	\$ 86,700.00	\$ 163,420.00	Mines, hospitals & other businesses in region require power engineers; high demand program @ Sask Polytech	
Power Engineering 3rd Class Theory only	Humboldt	Sept 1/16	Dec. 16/16	60	12	\$ 29,360.00	\$ 54,370.00	More demand for 3rd Class Power Eng. than 4th Class	
Practical Nursing Semester 4	Watrous	Aug 29/16	Dec 9/16	75	21	\$ 186,325.00	\$ 220,205.00	Completion of the Diploma program - final semester	
Practical Nursing Semester 1	Watrous	Feb 6/17	Jun 20/17	95	18	\$ 150,235.00	\$ 219,585.00	Need for practical nurses in rural areas, especially in long-term care & in home care	
Welding	Humboldt	Oct 31/16	Mar 31/17	105	12	\$ 110,420.00	\$ 139,310.00	Several manufacturing plants in this region require welders	
Journeyperson Welding	Humboldt	Nov 2/16	Mar 8/17	210 hrs	12	\$ 10,285.00	\$ 38,615.00	Welders with years of experience & workers from other countries wish to gain certification in their trade in order to be qualified for better jobs	
Security Officer	Raymore	Feb 27/17	May 19/17	59	12	\$ 69,785.00	\$ 67,000.00	This program is run with First Nation communities and BHP Billiton. There has been very good outcomes with this program, and high demand for these students. Generally students are PTA funded.	
Part Time and Partnerships	Various					\$ 64,485.00	\$ 120,935.00	This funding will be used for part-time programs and to leverage partnerships with First Nation Bands and or Business/Industry	
						\$ 1,000,000.00	\$ 1,524,670.00	166	



Skills Training Allocation - Program Management Form

6/15/2016

Carlton Trail College

Post-Secondary Delivery Institution Date (yyyy/mm/dd)

Program Name	Location	Start Date	End Date	# Program Days	Program Capacity	Projected STA Cost	Total Course Cost	Brief Rationale for Program
Continuing Care Assistant	Humboldt	Sept 6/17	June 29/18	131	14	\$ 34,325.00	\$ 84,110.00	Hard to recruit career in health regions
Continuing Care Assistant	Wynyard	Sept 5/17	Dec 21/17	60	14	\$ 21,480.00	\$ 49,390.00	Hard to recruit career in health regions (completion of program starting in previous program years)
Electrician	Watrous	Oct 25/17	Apr 12/18	115	12	\$ 87,900.00	\$ 133,415.00	Regional need - several electrical companies in area
Office Administration	Humboldt	Sept 6/17	May 31/18	164	15	\$ 57,375.00	\$ 116,460.00	Health Region, School Div, etc. require this program for their administrative staff
Plumbing/Pipefitting	Humboldt	Jan 8/18	May 18/18	90	12	\$ 55,735.00	\$ 95,375.00	Regional need due to aging population of journeyman plumbers
Power Engineering 4th Class	Humboldt	Sept 1/17	May 25/18	190	12	\$ 77,680.00	\$ 158,970.00	Mines, hospitals & other businesses in region require power engineers; high demand program @ Sask Polytech
Power Engineering 3rd Class Theory only	Humboldt	Sept 1/17	Dec. 15/17	60	12	\$ 28,910.00	\$ 54,420.00	Demand for 3rd Class Power Engineers is high within the province.
Practical Nursing Semester 2+3	Watrous	Sep 7/17	Jun 17/18	175	18	\$ 343,660.00	\$ 425,940.00	Need for practical nurses in rural areas, especially in long-term care & in home care
Welding	Humboldt	Oct 30/17	Mar 30/18	105	12	\$ 68,170.00	\$ 134,360.00	Several manufacturing plants in this region require welders
Journeyman Welding	Humboldt	Nov 13/17	Mar 9/18	32	12	\$ 6,375.00	\$ 35,780.00	Welders with years of experience & workers from other countries wish to gain certification in their trade in order to be qualified for better jobs
Primary Care Paramedic	Humboldt	Oct 9/17	June 30/18	65	12	\$ 90,430.00	\$ 144,825.00	Part-time program. Regional demand for PCs
Security Officer	Punnichy	Jan 2/18	Mar 31/18	59	12	\$ 69,785.00	\$ 67,000.00	This program is run with First Nation communities and BHP Billiton. There has been very good outcomes with this program, and high demand for these students. Generally students are PTA funded.
Part time and Partnerships	Varous					\$ 58,175.00	\$ 115,385.00	This funding will be used for part-time programs and to leverage partnerships with First Nation Bands and or Business/Industry
					157	\$1,000,000.00	\$ 1,615,430.00	

Year 3

STA-03



Skills Training Allocation - Program Management Form

Program Year: 2018-19

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6/15/2016

Carlton Trail College

Date (yyyy/mm/dd)

Post-Secondary Delivery Institution

Program Name	Location	Start Date	End Date	# Program Days	Program Capacity	Projected STA Cost	Total Course Cost	Brief Rationale for Program
Continuing Care Assistant	Humboldt	Sept 5/18	June 28/19	131	14	\$ 36,000.00	\$ 88,300.00	Hard to recruit career in health regions
Continuing Care Assistant	TBD	Jan 7/19	Jun 30/19	76	14	\$ 22,500.00	\$ 51,800.00	Hard to recruit career in health regions. Program run over to 2 academic years.
Electrician	Watrous	Oct 24/18	Apr 11/19	115	12	\$ 92,200.00	\$ 140,000.00	Regional need - several electrical companies in area
Office Administration	Humboldt	Sept 5/18	May 31/19	164	15	\$ 60,200.00	\$ 122,300.00	Health Region, School Div, etc. require this program for their administrative staff
Plumbing/Pipefitting	Humboldt	Jan 7/19	May 17/19	90	12	\$ 58,500.00	\$ 98,000.00	Regional need, aging population of journeymen plumbers
Power Engineering 4th Class	Humboldt	Sept 4/18	May 24/19	190	12	\$ 81,500.00	\$ 166,900.00	Mines, hospitals & other businesses in region require power engineers; high demand program @ Sask Polytech
Power Engineering 3rd Class Theory only	Humboldt	Sept 4/18	Dec 14/18	60	12	\$ 70,300.00	\$ 107,100.00	More demand for 3rd Class Power Eng. than 4th Class
Practical Nursing Semester 4	Watrous	Aug 29/18	Dec 9/18	75	18	\$ 205,000.00	\$ 242,200.00	Completion of the PN program.
Practical Nursing Semester 1	Watrous	Feb 6/18	Jun 20/19	95	18	\$ 165,258.00	\$ 241,500.00	Need for practical nurses in rural areas, especially in long-term care & in home care
Welding	Humboldt	Oct 29/18	Mar 29/19	105	12	\$ 71,600.00	\$ 141,200.00	Several manufacturing plants in this region require welders
Journeyperson Welding	Humboldt	Nov 14/18	Mar 8/19	32	12	\$ 6,700.00	\$ 37,600.00	Weilders with years of experience & workers from other countries wish to gain certification in their trade in order to be qualified for better jobs
Primary Care Paramedic	Humboldt	July 1/18	Nov. 23/18	40	12	\$ 65,700.00	\$ 75,500.00	Completion of the P/T intake from 17/18
Security Officer	Punnichy	Mar 1/19	May 26/19	59	12	\$ 73,300.00	\$ 70,350.00	This program is run with First Nation communities and BHP Billiton. There has been very good outcomes with this program, and high demand for these students. Generally students are PTA funded.
Part-time and Partnerships	Various					\$ 60,000.00	\$ 118,500.00	This funding will be used for part-time programs and to leverage partnerships with First Nation Bands and/or Business/Industry
				175		\$ 1,068,758.00	\$ 1,701,250.00	

# **APPENDIX C**

## **ADULT BASIC EDUCATION ENROLMENT MANAGEMENT FORM**

Apprenticeship and Workforce Skills Branch  
12th floor, 1945 Hamilton St.  
Regina, SK S4P 2C8



**Adult Basic Education  
Enrollment Management Plan for 2016-17**

Post-Secondary Institution: Carlton Trail College

Date Submitted: 16-Jun-16

Page 1 of 1

Program Name	Program Background		Partners	Program Information				Program Capacity			ECON Funding			Anticipated Funding Partners		Total
	Program Level	Location		On-Reserve/Off-Reserve	Learner Start Date (dd/mm/yy)	Learner End Date (dd/mm/yy)	Total # of Learner Days	# of Hours per Day	Total Hours	Seat Capacity	# of FLEs	2016-17 ABE Grant Funding [A]	ECON ABE Carry Over Funds Used [B]	K-12 Funding for 18-21 Year Olds [C]	Other Funding [D]	
ABE	Level 4	Humboldt	Off-Reserve	24-Aug-16	26-May-17	169	5.5	930	18	23.9	\$128,050.00		\$55,000.00		\$183,050.00	
ABE	Level 4	Runnichy	Off-Reserve	24-Aug-16	26-May-17	169	5.5	930	16	21.3	\$86,575.00		\$22,000.00		\$108,575.00	
ABE	Level 4	Wakaw	Off-Reserve	24-Aug-16	26-May-17	169	5.5	930	14	18.6	\$46,445.00		\$22,000.00	\$70,700.00	\$139,145.00	
ABE	Level 4	Wynyard	Off-Reserve	24-Aug-16	26-May-17	169	5.5	930	12	15.9		\$84,585.00	\$44,000.00		\$128,585.00	
ABE	Level 3	Wakaw	Off-Reserve	24-Aug-16	28-Apr-17	150	5.5	825	12	14.1	\$75,000.00		\$22,000.00		\$97,000.00	
ABE	Level 3	Runnichy	Off-Reserve	24-Aug-16	28-Apr-17	150	5.5	825	14	16.5	\$116,560.00		\$22,000.00		\$138,560.00	
Transition to Employment	Levels 1/2	One Arrow	On-Reserve	29-May-17	23-Jun-17	20	5.5	110	12	1.9		\$30,000.00			\$30,000.00	
Transition to Employment	Levels 1/2	Runnichy	Off-Reserve	29-May-17	23-Jun-17	20	5.5	110	12	1.9		\$30,000.00			\$30,000.00	
Essential Employment Skills	Levels 1/2	One Arrow	On-Reserve	7-Nov-16	29-Jan-17	48	5.5	264	12	4.5	\$89,535.00	\$29,990.00			\$119,525.00	
										<b>118.6</b>	<b>\$542,165.00</b>	<b>\$174,575.00</b>	<b>\$187,000.00</b>	<b>\$70,700.00</b>	<b>\$974,440.00</b>	
<b>In the chart below, please enter the total # of programs in each program category planned for 2016-17.</b>																
<b>2016-17 Program Delivery Projections</b>																
Levels 1/2	3															
Level 3	2															
Level 4	4															
GED Prep Formal																
GED Prep Informal																
EAL																
<b>TOTAL</b>	<b>9</b>															

Comments:







# **APPENDIX D**

## **ESL ENROLMENT PLAN**

**Colleges English as a Second Language Program Enrolment Plan 2016-17**

College:	Carlton Trail College
Total Funding from ECON	\$ 124,850.00
Total Funding from IRCC	\$ 183,469.00
Total Other Funding	\$ -
<b>Total Funding</b>	<b>\$ 308,319.00</b>

**Regional College ESL Program**

**Performance Targets:**

Attendance	Average hours in real life learning opportunities per student	80%
	Percentage of students who will achieve growth in a CLB level in at least one skill	45%
	Percentage of students who will identify learning goals within required timelines	100%
	Percentage of students whose language learning goals are fulfilled within attendance of 60 classroom hours subsequent to setting the goal	66%

Cost per Hour \$ 9.62

Non-Permanent	Total x \$80
55	

Total number of assessments to be done

Community	Number of classes in community	Hours per week	Number of seats per class	Number of weeks	Total Number of Hours	IRCC Funding	ECON Funding	Other Funding	Teacher meets ESL Teachers
Humboldt	4	6	16	36	13824	yes	yes	no	yes
Watrous	1	6	16	36	3456	yes	yes	no	yes
Lanigan	1	6	16	36	3456	yes	yes	no	yes
St Brieux	1	6	16	36	3456	yes	yes	no	yes
Drake	1	6	16	36	3456	no	yes	no	yes
Imperial	1	3	16	36	1728	no	yes	no	yes
LeRoy	1	3	16	36	1728	no	yes	no	yes
Englefeld	1	*1.5	16	13	312	yes	no	no	no
Humboldt	1	*1.5	16	13	312	no	no	yes	yes
Wynyard	1	*1.5	16	13	312	no	no	yes	yes
<b>TOTAL</b>	<b>13</b>	<b>40.5</b>	<b>160</b>	<b>291</b>	<b>32040</b>				

NOTE: Funding for the ESL Grant from ECON should reflect the allocation provided in budget letters for the 2016-17 program

\*\* Pilot Project - Drop In Class; October - March (weekly average, classes bi-weekly)