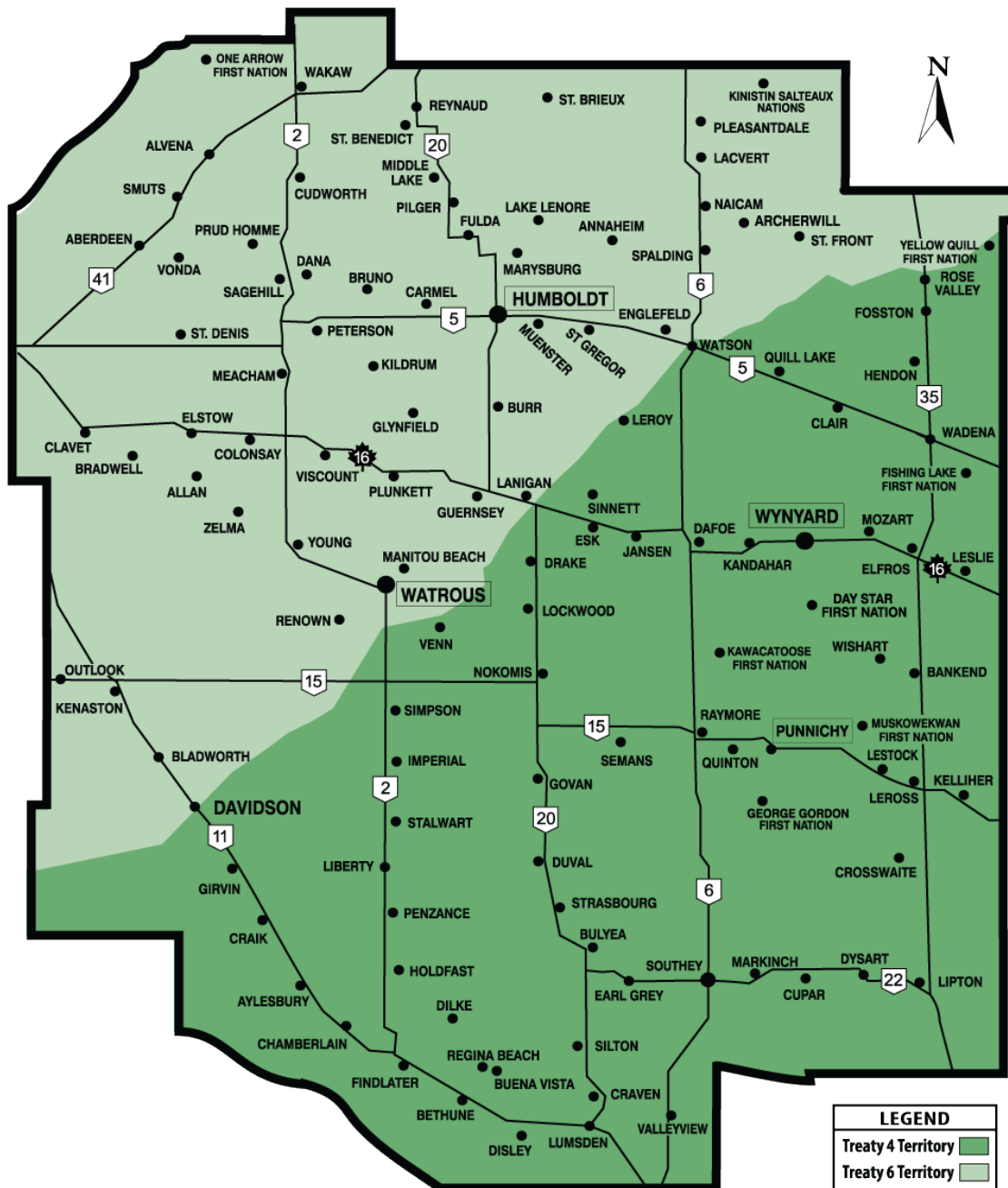




Carlton Trail College.

Multi-Year
Business Plan
2024 - 2027

Carlton Trail College.



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

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

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

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Executive Summary

As Carlton Trail College moves into its 2024–27 operational cycle, we’d be remiss if we didn’t acknowledge our 50 years of service to the region and to the province. Since 1973, Carlton Trail College has graduated hundreds of students who have contributed to their communities and made an impact in the lives of others.

Looking ahead, our mission of *changing lives through learning* remains as relevant as ever. Our Board of Directors, Executive Leadership team and staff are dedicated and focused on delivering on our promise of high-quality, responsive education and training to learners across east-central Saskatchewan.

To do so, we are committed to ensuring the College’s financial sustainability by diversifying revenue streams and reducing costs, in alignment with our provincial multi-year funding model. The development of new revenue-generating programs, strategic partnerships and fundraising initiatives, as well as continued focus on operational efficiencies, remain priorities for the College.

Working with our provincial post-secondary and Ministry partners, we continue to explore efficiencies through shared Enterprise Resources Planning (ERP). Continued, foundational work to develop a new Student Information System for our sector is also a shared priority, as a new system will allow us to provide enhanced student experiences and improved processes across our learning community.

Fundamental to the success of our institution will be continued investment into industry-driven Skills Training programming, Adult Basic Education and Essential Skills development as well as English Language training. Additionally, the establishment of a state-of-the-art trades facility will provide students with hands-on experience and practical knowledge, ensuring they are well-prepared for the demands of their chosen field. We are confident our enhanced planning, partnerships and ability to innovate and be adaptable will allow us to nimbly position ourselves to best serve our students, the workforce, and our communities – now and into the future.



Board of Directors



Sandy Flory, Chairperson



Darrell Paproski, Director



Evan Doecker, Director



Shawna Miller, Director



Elan Buan, Director



Nathan Gregg, Director

Executive Leadership Team



Amy Yeager, President & CEO



Andrew Burgess, VP Finance



Deanna Gaetz,
Business & Skills Training
Director



Jennifer Brooks,
Advancement &
External Affairs Director



Rachel Trann, Adult Basic
Education & Student
Services Director



Bailey Williams,
Human Resources
Director

2024 - 2027 Plan Overview

Guided by Carlton Trail College's vision, mission and values, the 2024-27 Multi-Year Business Plan aligns with Saskatchewan's Growth Plan and the strategic goals of the College to achieve educational leadership in life-long learning by delivering excellent programs and services through inspired and committed people, effectively and efficiently leveraging our resources.

Creativity, resiliency and adaptability have framed how the College has addressed its work-to-date, as it continues to provide responsive, high-quality education and training while serving as an educational leader within east-central Saskatchewan.

Programming

- ▶ To support Saskatchewan's healthcare system, the College was authorized to expand its training in Continuing Care Assistant and Primary Care Paramedic programs, which will extend over 2024-25. Practical Nursing continues to be a high-demand program and will continue to be promoted. With demonstrated labour market demand within our region and across the province, the College is committed to helping strengthen our healthcare system's workforce needs.
- ▶ Driven by major industrial construction within the region, strong need for the trades will see us continue to provide in-demand trades training and quality work placement opportunities to learners.
- ▶ Developing mutually beneficial relationships with community, industry and sector partners will continue. This includes ongoing discussions with stakeholders to develop and deliver responsive contract training opportunities. With numerous positive partnerships internal and external to our region, further information on the College's connections are detailed in the appropriate program area.

Human Resources

- ▶ To meet the government's five expectations of the post-secondary sector, the College continues to align staffing resources to better support programming needs that aid workforce development across our business, industry and Indigenous communities.
- ▶ Diversity, equity and inclusion practices will continue to be important, especially as the College increases efforts to support our Indigenous learners and partners while implementing the Truth and Reconciliation Commission's educational Calls to Action.
- ▶ As the post-secondary sector is also impacted by current labour market challenges, recruitment and retention of skilled employees is crucial. Competition for talent, especially in rural regions, is an increasing challenge.

Information Technology

- ▶ Enhancing cyber security and blended working, learning and teaching supports within our IT infrastructure is critical for the long-term sustainability of the College. Investment into these three areas remains a focus.
- ▶ Participation in the College-wide Enterprise Resource Planning (ERP) and Student Information System (SIS) projects will enable increased information management, data security and institutional productivity.
- ▶ Advocacy will continue to address gaps in digital connectivity experienced by municipalities, businesses and Indigenous communities within our region.

Financial

- ▶ Through responsible and prudent fiscal management, Carlton Trail College will continue to maintain a positive financial position. Over this operational cycle, unrestricted operating surplus will be utilized, as needed, while adhering to the recommended 3% threshold target.
- ▶ The College anticipates accessing unrestricted operating surplus to hire additional staff. This will help ensure adequate support for ongoing programs as well as to seek out additional programming opportunities. Where feasible, approaches for generating revenue from non-traditional sources will be explored. Relationship building and mutually beneficial partnership development factor into these explorations.

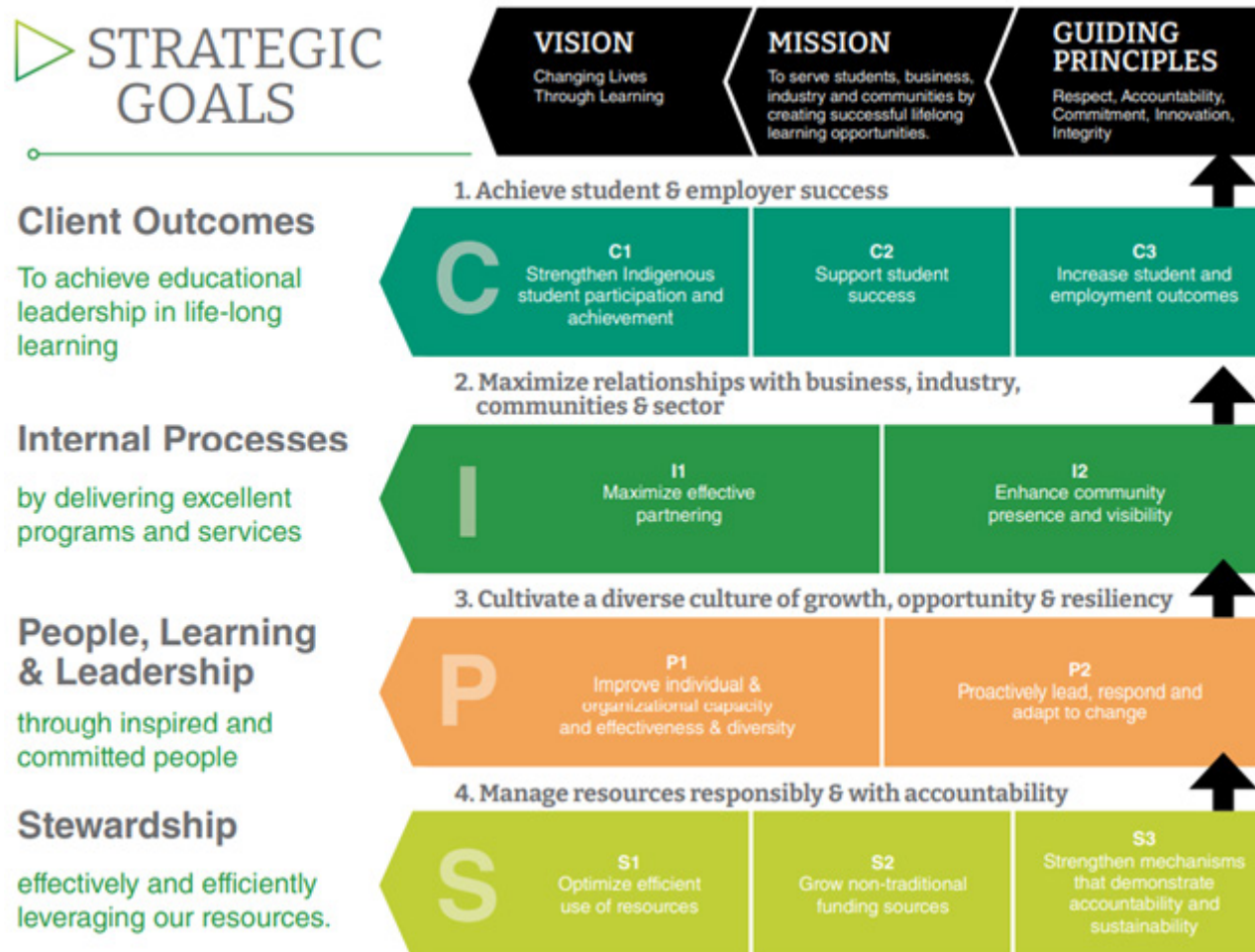
Facilities and Capital

- ▶ The Humboldt Trades/Technical Facility, which is the College's primary trades training space, will continue to be utilized to its capacity for regional trades programming. Following Provincial approval in 2023, work to expand this trades space is underway. With the possibility of additional funding, this project was temporarily put on hold so plans could be revised. Finalizing funding for the project's start is a priority. The intent is to tender in the summer of 2024, and complete the project by fall 2025.

Student Services

- ▶ The provision of robust student services for mental health, crisis, academic and employment advising will be maintained and, where appropriate, enhanced. A member of Healthy Campus Saskatchewan's collaborative partnership, the College will continue to engage and build relationships within the sector through this entity as well as others.
- ▶ Learner retention and steps towards program completion will continue to be a focus for the College's student services teams as they encourage student engagement and academic progress through flexible, blended methods that support individual success.





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 and environment) through open, transparent communication.
- ▶ **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.

Strategic Initiatives

Humboldt Trades/Technical Facility Expansion

The existing trades facility in Humboldt provides classroom and shop space to both Carlton Trail College students and Horizon School Division secondary students, as part of a unique, working agreement between the institutions. Not only is this facility critical to the delivery of regionally valued programs such as welding, electrician and other skilled trades programs, it exposes high-school youth to in-demand career opportunities and training in the trades.

Through balanced programming and careful scheduling, we have maximized the utilization of the facility. Increased regional – and provincial – demand for skilled trades in industries such as mining, agriculture and residential, commercial and industrial construction indicates there is a strong need to continue to train individuals in the trades and, to do so, an updated, expanded trades facility is required.

Following Provincial government approval in 2023, work on this project continues. Thoughtfully-designed office, shop and classroom space will increase facility usage, furthering the College's ability to develop skilled workers, along with offering potential opportunities for non-traditional revenue generation, through expanded partnerships and individualized use agreements with external entities and organizations. Construction is anticipated to begin in 2024.

- ▶ **Timeline:** Following construction start, approximately 12-18 months to complete facility expansion project.
- ▶ **Outcome:** Facility expansion addresses increased educational and industry training needs for the region over the next several years.
- ▶ **Funding:** Capital infrastructure contribution and the application of applicable operational allocation(s) from the Provincial government. External funding opportunities will be cultivated.
- ▶ **Impacts and Implications:** Undertaking this initiative depends upon provincially-allocated capital funding. Additional, external funding will be applied to project expenditures, as appropriate.



Commitment to Indigenous Initiatives

From the boardroom to the classroom, Carlton Trail College supports truth, reconciliation and Indigenous knowledge integration at all levels within the institution. With a large segment of our student population self-identifying as Indigenous, the College continues to enhance its efforts to provide inclusive programming, pathways and services that support our Indigenous learners and communities.

These efforts are aided by strong working relationships with many Indigenous partners within our region, including the One Arrow, Fishing Lake, Day Star, Kawacatoose, George Gordon and Muskowekwan First Nations and Métis Locals. Programming is done in consultation with these groups, and we remain committed to ongoing engagement and communication with Indigenous communities connected to our region.

Carlton Trail College's Indigenous Initiatives function area directly supports this work, including:

- Seeking funding opportunities to support Indigenous Engagement Circle development with representation from our Indigenous communities, learners and partners;
 - Enhancing our internal and external educational and cultural events, including quarterly lunch and learns for staff and students; and
 - Increasing our community outreach and engagement.
- ▶ **Timeline:** 2024 – ongoing
 - ▶ **Outcome:** Stronger working relationships with regional Indigenous communities and entities, along with increased focus on encouraging Indigenous educational attainment and increasing organizational awareness and responsiveness to Indigenous matters.
 - ▶ **Funding:** Multi-Year Funding Allocation
 - ▶ **Impacts and Implications:** Implementing this initiative requires internal alignment to strategy and resources.

International Designated Learning Institution

In today's globalized world, interaction with students from around the globe can provide our institution, and our region, with very real benefits. To continue to meet the evolving needs of rural post-secondary education and training, Carlton Trail College is pursuing International Student Program designation from the Ministry of Advanced Education.

Should approval be granted, Carlton Trail College is committed to working with its College-sector and community-based partners to find efficiencies and leverage knowledge gained through experience so that international learners are appropriately welcomed and supported within our region.

- ▶ **Timeline:** 2024 - 2027
- ▶ **Outcome:** Increased recruitment opportunities for designated programs, as well as opportunities to increase the vibrancy and diversity of the College's learning community, while supporting identified areas of labour market need in Saskatchewan.
- ▶ **Funding:** Funding of this initiative depends, in part, upon operational funding from the Provincial Government, as well internal resource allocation.
- ▶ **Impacts and Implications:** Undertaking this initiative depends upon Provincial Government approval and/or any initial, allocated funding, as well as internal alignment to strategy and resources.

Collaborative Initiatives

Enterprise Resource Planning (ERP) and Student Information System Project

Working with seven other post-secondary institutions across Saskatchewan, Carlton Trail College is a collaborative partner in the Enterprise Resource Planning (ERP) System project. This project will replace the existing One Client Service Model (OCSM) Student Information System as well as integrate select financial and human resource systems into College operations to offer enhanced capabilities for information processing and management, reporting and analysis.

- ▶ **Timeline:** 2023-2026
- ▶ **Outcome:** Efficiencies are expected with the move to shared business and student information systems, unifying institutional processes while also improving student access and outcomes.
- ▶ **Funding:** \$10.5 million in project funding will be distributed to the College from the Provincial Government during the scope of the project to administer on behalf of all partners. A separate reserve fund has also been identified by our institution should additional funds be required for systems implementation at Carlton Trail College.
- ▶ **Impacts and Implications:** Advancement on this initiative depends upon meeting projected project milestones. An internal change management team will enable appropriate project communication, implementation and evaluation.

Programming Partnerships

Program partnerships offer opportunities for the College to diversify its learning portfolio, while remaining responsive to business and industry needs, leveraging resources through shared approaches and prudent resource allocation.

Post-secondary sector partnerships that support system-wide priorities and capacity development are noted:

- Saskatchewan's Health Human Resources Action Plan is in place to help meet the Province's health human resource needs, and ongoing expanded seats for Continuing Care Assistant programming will be available in 2024-25 as a part of the Province's focus on expanding health care training. We are committed to supporting cross-provincial work in support of this Plan.
 - A proposal has been submitted to the Ministry of Education for funding through the Canada-Saskatchewan Canada-Wide Early Learning and Child Care Agreement, to cover the costs of an Early Childhood Education diploma program. Authorization of this programming initiative would result in a tuition-free training opportunity for students.
 - A partnership agreement with a regional employer is in progress that will result in a newly-developed training opportunity, combining workplace essential skills and trades training, as well as a direct link to employment.
 - Carlton Trail College will continue to work with its provincial partner Colleges to jointly deliver Lakeland College's *Agricultural Sciences Certificate* program.
-
- ▶ **Timeline:** 2024 - 27
 - ▶ **Outcome:** Improved student outcomes, post-secondary system collaboration and use of resources.
 - ▶ **Funding:** Funding supports will vary depending on the nature of the partnership.
 - ▶ **Impacts and Implications:** Partnerships are developed to help meet labour market demand in key areas. Under-represented groups in the trades such as women, Indigenous peoples, newcomers to Canada and persons with disabilities may be targeted to increase training and workforce engagement opportunities.

Program and Student Services Plan

The program and student services plan supports student and employer success while cultivating relationships with business, industry, communities and the higher education sector. The strategic actions related to programming and student services are focused on:

- ▶ Increasing student and employer success, including strengthening Indigenous student participation and achievement;
- ▶ Maximizing effective partnering; and
- ▶ Enhancing community presence and visibility.

Carlton Trail College is committed to serving its learners effectively through three campus locations in Humboldt, Watrous and Wynyard. The Four Winds Learning Centre, located in Punnichy, also serves as a program hub for communities and First Nations in the area.

In addition, programs and services are delivered in other locations throughout Saskatchewan's east-central region to meet local needs. However, due to Carlton Trail College's unique proximity to the University of Saskatchewan-affiliated St. Peter's College, our institution does not offer competing, university-level programming.

Program planning uses several sources considered to be reliable, including labour market information from the 2023 Regional Labour Demand Dashboard provided by the Ministry of Immigration and Career Training, data from the Saskatchewan Bureau of Statistics, census, industry and employment data from Statistics Canada, along with related studies, forecasts, articles and reports related to labour market issues occupational demand. Detailed information is contained within the College's Program Management Plans in Appendices B and C.

Program Categories	Program Capacity, Projected Enrolments (Full-Time and Part-Time) & FLE															
	2023-2024 Forecast				2024-2025 Forecast				2025-2026 Forecast				2026-2027 Forecast			
	CAP	FT	PT	FLE	CAP	FT	PT	FLE	CAP	FT	PT	FLE	CAP	FT	PT	FTE
Institute Credit	230	160	35	162.0	371	253	85	223.4	314	250	56	252.0	320	256	58	221.0
Industry Credit *	N/A	12	990	28.9	N/A	4	1020	37.41	N/A	4	1020	37.1	N/A	4	1020	37.1
Industry Non-Credit *	N/A	10	290	25.7	N/A	10	237	18.0	N/A	10	237	18.0	N/A	10	237	18.0
ABE Credit	90	79	22	125.0	73	44	29	103.0	73	44	29	103.0	73	49	29	103.0
ABE Non-Credit	247	102	147	76.4	202	60	142	53.3	190	48	142	51.3	190	40	142	51.3
University	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	567	363	1484	418.2	646	371	1513	434.8	577	356	1484	461.4	583	359	1486	430.4

Definitions

Program Capacity: Number of seats in program and/or allowed according to the maximum capacity set by the credit granting institution.

Projected Enrolment: (Full-Time) The number of anticipated students in full-time programs.

Projected Enrolment: (Part-Time) The number of anticipated students in part time programs.

Projected FLE: The total projected participant hours divided by the generally accepted full-load equivalent factor for that program category.

*Budget and estimates are based on three-year average (July 2020 to June 2023).

Skills Training

2024-25

Institute Credit Programs

Institute credit programs provide post-secondary education and training to meet student and employer needs for economic growth. Carlton Trail College delivers brokered, credential certificate and diploma programs from Saskatchewan Polytechnic and other credit-granting institutions, with the addition of select educational components that enhance the learning experience and better prepare students for employment. These components include safety training, industry certifications, goal setting and resume writing workshops, along with experiential learning opportunities.

In order for Skills Training programs to be as accessible as possible, the College is responsive to the changing needs of the student. While programs are primarily delivered on a full-time basis with in-person classes, options such as evening classes, facilitated studies, part-time, and blended learning are incorporated, as appropriate.

Our focus will continue to be on training for jobs in the healthcare, trades, and early childhood education sectors, which will provide skilled labour in areas identified by the Province of Saskatchewan to be in high demand.

Targeted funding for increased training in construction-related trades will allow for industry-specific programs like Heavy Equipment Operator, Scaffolding and training for construction labourers to be undertaken. This targeted funding will also be used for in-demand trades training to meet the needs of the mining industry.

Most Institute Credit programs are financed from provincial funding sources, while others are delivered on a cost-recovery basis through partnerships with business, industry, Indigenous communities and/or Tribal Councils. Collaboration allows the College to offer additional programs and prepare a greater number of learners for employment in a cost-effective manner.

In 2024-25, we will be working with other Saskatchewan Colleges to deliver an Agriculture Sciences program, with our Indigenous partners to support programs such as Mental Health & Addictions Counselling, and with Horizon School Division, who sponsor our Introduction to Construction Work and Framing programs. We will also be working with industry to provide additional trades training, including Industrial Mechanics.

Labour Market Analysis

The east-central Saskatchewan region has strong economic bases made up of manufacturing, mining, agriculture and healthcare services.

This has resulted in higher rates of attainment of trades and college certificates, diplomas and apprenticeships, with the region exceeding provincial attainment levels for such (Carlton Trail College Regional Labour Market Report - March 2020).

Recent investments into the above sectors have also bolstered the construction industry, which requires a range of skilled tradespeople for regional residential, commercial and industrial building projects.

In 2023, employment opportunities by skill level indicated that 74% of the top 15 occupations with available jobs in the Carlton Trail College region required a post-secondary certificate/diploma or apprenticeship (2023 Regional Labour Demand Dashboard).

Industry Credit and Non-Credit Programs

Industry Credit and non-credit programming provides the required skills and competencies needed for industry certifications that result in job attainment and advancement.

To meet industry needs, the College promotes provincial programs, such as the Canada-Saskatchewan Job Grant and the Training Voucher Program, to encourage employable skills development. Specialized training opportunities are also provided to learners funded through various other workforce development programs.

As always, Carlton Trail College is responsive and flexible in the development of custom training programs to address specific needs identified by industry partners.

Along with facilitating industry and safety certifications and customizing training to meet specific industry needs, the College is aware of a growing range of micro-credentialling options to meet labour market requirements through the upskilling or reskilling of individuals through shortened, accessible programs and courses.

2025-27

Carlton Trail College will continue to focus on training to meet labour market demands, specifically in the areas of healthcare and skilled trades. It is anticipated that the expansion of the trades and technical facility in Humboldt will be completed and ready to accommodate additional training starting in 2025-26.

Value-added educational components to enhance learner employability will continue to be incorporated into all Skills Training programs, along with the use of technology in training to ensure learning is both relevant and accessible.

We will also continue to work closely with our regional stakeholders, provincial committees and other post-secondary institutions to identify programming that best meets the needs of our region and our province. Collaborative opportunities to deliver joint programming with other Colleges and regional stakeholders will continue to be explored.



Labour Market Analysis

Carlton Trail College's industry training addresses the identified need for Transport Truck Drivers and Heavy Equipment Operators. In Saskatchewan, these jobs are listed as high-demand occupations requiring high school completion, in combination with specialized training.



Adult Basic Education (ABE) & Essential Skills

2024-25

Carlton Trail College's Adult Basic Education (ABE) and Essential Skills programs help learners gain the skills, competencies, attitudes and certifications required for post-secondary opportunities and employment. At present, 53% of employment opportunities in Carlton Trail College's region require a high school education or on the job specific training (2023 Regional Labour Demand Dashboard).

Annual ABE/Essential Skills programming decisions are based on identified needs along with the ability to maximize funding and other related resources through collaborative partnerships with First Nations governments, regional communities and community-based organizations. Program resources may include financial supplements, programming space, transportation, access to childcare and/or cultural supports. Where possible, the College works with partners to align ABE and Essential Skills programs to allow for post-secondary or employment 'bridging' opportunities.

Credit Programs

The College continues to work to find innovative ways to address the education gap between Indigenous and non-Indigenous populations through our ABE programs. Financial inequity remains a key concern, as a lack of consistent, accessible student funding to support Adult Indigenous learners has the potential to expand the education gap further within our province.

Our College remains committed to integrating a quad-based learning system to allow learners to move through accessible, flexible, and more personalized educational pathways. This approach captures the benefits of both in-person and virtual learning, while reducing barriers to education within the College's rural region.

In 2024-25, we will grow our online offerings, while enhancing available supports to online learners. This shift is in response to the trend of reduced in-person learning registrations, and so our Humboldt, in-person ABE program will no longer be offered. However, additional resources will be aligned to support our growing online options. Punnichy credit programs will merge, allowing more credit-based courses at various levels to be available to meet each individual's educational needs.

Additionally, we will be reviewing our elective options to better align with local labour market need as well as add formal Work-Integrated Learning opportunities (work placements) to credit courses, where possible. Adjusting our programs to meet the changing needs of learners as well as the labour market will allow more learners to successfully complete their learning plans, and move more quickly into further education or employment.

Labour Market Analysis

"Experts say the adult literacy gap will be a major roadblock to post-pandemic economic recovery. Studies have consistently shown that improving literacy increases both GDP and productivity.

As workplaces change and new jobs emerge, Canadians will require new skills. Literacy is essential as a 'learning to learn skill' and the ability to keep learning is the most basic skill for any job." (Frontier College, Literacy and the Economy Discussion Paper, 2021).

"Low-skilled adults are disproportionately impacted by major trends such as automation, intensifying the need for reskilling and upskilling. Low-skilled adults are also multi-barriered, and need to be served by multiple service organizations, making it challenging to help them adapt to a rapidly changing labour market (Max Bell School of Public Policy, Improving the Participation of Low-Skilled Adults in Lifelong Learning in Canada, 2021).

Non-Credit Programs

Through its ABE and Essential Skills programming, the College addresses labour market needs by:

- ▶ Working with First Nations communities to meet the education and training needs identified by said communities, including holistic and culturally-focused programs that help to address personal barriers;
- ▶ Leveraging positive changes with the new Canadian Adult Education Certificate (CAEC) which, once all details finalized, should increase the College's ability to offer this learning to more individuals throughout our region;
- ▶ Aligning ABE, Skills Training and English Language Training funding, as necessary, to offer specific skills or trades training to newcomers to meet identified workforce needs.

2025-27

ABE Credit programming will be assessed on an ongoing basis. Future program decisions may be adjusted, depending on the availability of funding opportunities for Saskatchewan learners.

Non-credit programming will be adapted as required to focus on the labour market landscape, as well as identified First Nations community need. This will be accomplished through ongoing review of labour market demand and consultations with employers and communities.



English Language Training (ELT) & Supporting Newcomers

Immigration will continue to be the largest growth factor for the Canadian population and is specifically identified in Saskatchewan's Growth Plan. A growing newcomer population requires reliable, sustainable services to help transition individuals to workforce needs and community life.

Carlton Trail College's English Language Training (ELT) programming helps ensure successful integration of newcomers that leads to a more inclusive, diverse, and productive province. ELT programming does more than just help students meet their English language goals, it also helps individuals reach their economic and social potential.

2024-27

As we continue to see the Government of Canada's Immigration Levels Plan increase each year, we remain committed to working with funders, employers and learners to address the growing and changing needs of newcomers. With a stated focus on population growth, Carlton Trail College's ELT programs directly support Saskatchewan's Growth Plan by providing blended, online and in-person opportunities to help meet newcomer and employer needs.

ELT programming that enhances one's English language skills is key to attachment to the labour market in our region. Beyond our co-funded Stage 1-2/Language Instruction for Newcomers to Canada (LINC) programming, the College remains focused on providing jointly-funded employment-related programming, including work-integrated learning opportunities, to individuals. We will continue to work directly with employers to help address English Language Training needs for specific occupations and, where appropriate, will seek sector partnership on programs in rural areas that cover our large geographic region by:

- ▶ Maintaining English for Employment programming to support unemployed and/or underemployed newcomers;
- ▶ Promoting At-Work English programming that responds to local labour market requests and addresses specific workforce language needs by employers;
- ▶ Enhancing Student Services in the areas of newcomer personal support and academic and career/employment advising;
- ▶ Returning to leadership position on our Local Immigration Partnership Advisory Council (LIP), which strives to enhance newcomers' connection to employers in the northeast and east-central regions of Saskatchewan;
- ▶ Retaining a tutor program that creates equitable access to language supports for small pockets of rural newcomers;
- ▶ Offering specific Skills Training opportunities to support the regional rural newcomer population with English Language Training/Essential Skills/Skills Training 'bridging' programs, as needed (i.e. Early Childhood Education Essential Skills); and
- ▶ Planning to mitigate risks associated with instructional recruitment for part-time evening and weekend programs, as well as potential change to co-funded training delivery models, which may create unknowns or gaps in supports and services for provincially-funded newcomers.

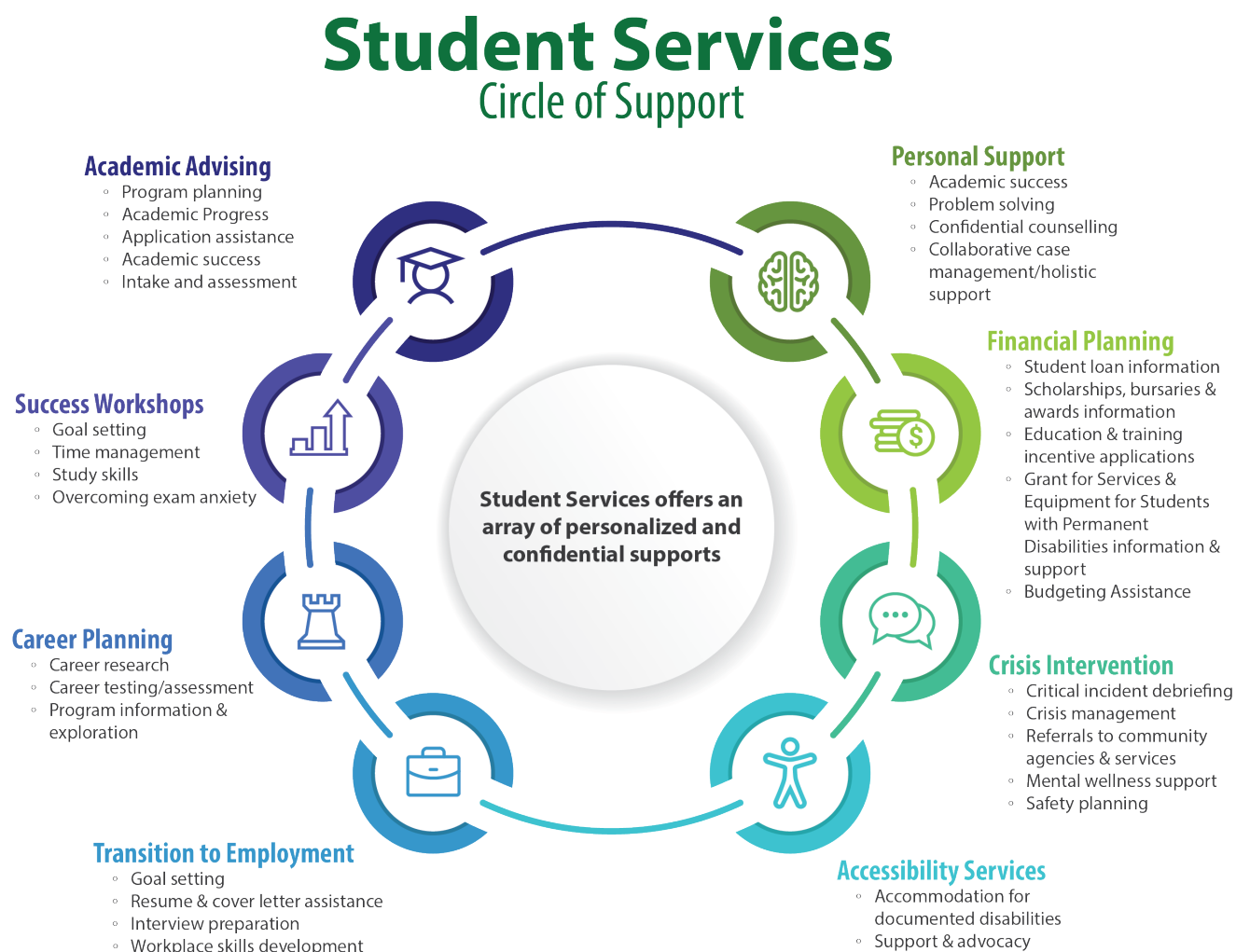
Student Services

Carlton Trail College's Student Services team plays a multi-faceted and integral role in facilitating learner success and improving program outcomes, from pre-application to graduation. Our Student Services Department includes Registration, Indigenous Initiatives and our Student Advising team, ensuring learners have the supports they need, as they need them, throughout their student journey.

Our Student Advising Team uses an array of methods to ensure they are able to equitably meet the needs of learners to:

- ▶ Assist with transition to academic and employment success;
- ▶ Provide proactive intervention and/or prevention services to address personal and academic barriers; and
- ▶ Offer holistic and collaborative supports by providing resources, links and referrals to other community supports.

Our Student Services Circle of Support offers the following array of personalized, confidential supports:



Human Resources

Carlton Trail College strives to cultivate a healthy, diverse and productive workforce. To do so, the College's Human Resources plan is focused on advancing our strategic goals associated with improving individual and organizational capacity, effectiveness, and diversity and proactively leading, responding, and adapting to change.

HR Trends and Challenges

- ▶ Carlton Trail College prioritizes workforce engagement, productivity and resiliency. We continue to focus staffing efforts on those that will increase our diversity and enable future growth capacity.
- ▶ We see labour challenges, especially in rural regions, as increasingly impacting employee recruitment, especially for positions that require specific skill sets.
- ▶ Recognizing the evolving landscape of labor market demands in businesses, industries, and the community, Carlton Trail College has determined it imperative to increase our staffing levels as noted in the accompanying FTE Chart.

Mental Health and Well-Being

- ▶ Our College continues to provide resources to staff to reduce the risk for mental health issues in the workplace. Through these efforts, Carlton Trail College has made significant institutional strides and will continue to highlight mental health and wellness initiatives, including programs designed for prevention, early detection and intervention.

Remote Work and Learning

- ▶ Through the institution's increased technical and cross-functional work abilities, Carlton Trail College continues to enhance our employees' ability to adapt and connect as needed in blended, technology-forward environments that enables flexible, remote work.

Reconciliation, Diversity, Equity and Inclusion

- ▶ Carlton Trail College is committed to advancing a supportive, inclusive environment that encourages ongoing learning and growth. As a trusted educational institution, we also continually assess and adapt appropriately-supported actions related to the advancing the Truth and Reconciliation Commission of Canada's 94 Calls to Action.
- ▶ To further support this vital work, the College has developed an Indigenous Initiatives function area to nurture partnerships with community, cultural and educational providers.

Building Critical Skills and Competencies

- ▶ The College will continue to align staffing resources to meet the needs of programming requirements to assist the region's labour market, which further allows the College to support business, industry and Indigenous communities within our learning region. However, due to changes in select program requirements, it is becoming increasingly challenging to find qualified instructors to instruct in some of our Saskatchewan Polytechnic-brokered programs. It is critical that we continue to work together as a sector to ensure that our rurally-responsive programming needs are being met.
- ▶ Staff will continue to be encouraged to access Carlton Trail College's Professional Development program, as it is an integral part of learning and developing leadership across the organization. Both institution-wide and individual learning opportunities are supported.

Labour Relations

- ▶ The Regional Colleges and SGEU are currently engaging in the collective bargaining process as the existing Collective Agreement expired on August 31, 2022.

Position	Function	2022-23 Actual		2023-24 Forecast		2024-25 Budget		2025-26 Estimate		Comments
		Employee #	FTE #	Employee #	FTE #	Employee #	FTE #	Employee #	FTE #	
OUT-OF-SCOPE										
	Operations	1	1	1	1	1	1	1	1	
	Operations	1	1	1	1	1	1	1	1	
	Operations	1	1	1	1	1	1	1	1	
	Operations	3	3	3	3	3	3	3	3	
	Operations	0	0	0	0	5	5	5	5	24-25 Budget: New Positions
	Operations	0	0	0	0	1	1	1	1	24-25 Budget: New Position
	Operations	2	1.7	2	1.7	2	1.7	2	1.7	22-23 Budget: Title Change
		8	7.7	8	7.7	14	13.7	14	13.7	
IN-SCOPE	Operations	1	1	1	1	1	1	1	1	
	Operations	1	0.9	2	1.8	2	1.8	2	1.8	22-23 Budget: Increase FTE
	Program Delivery	5	5	5	5	5	5	5	5	
	Program Delivery	1	0.13	1	0.68	1	1	1	1	22-23 Budget: New Position; Multi-Year Funding
	Program Delivery	5	3.96	6	4.96	7	6.08	7	6.08	22-23 Budget: New Position; IRCC Funding 24-25 Budget: Additional Position
	Operations	1	0.15	1	0.15	1	0.15	1	0.15	
	Operations	1	0.9	1	0.9	1	0.9	1	0.9	
	Operations	1	0.9	1	1	1	1	1	1	
	Student Support	4	3.6	4	3.6	4	3.7	4	3.7	
	Program Delivery	1	1	1	1	1	1	1	1	
Accounting	Operations	3	2.3	4	3.25	4	3.6	4	3.6	22-23 Budget: Increase FTE
Computer Services	Operations	1	1	2	1.83	2	2	2	2	
Education Technologist	Operations	1	1	1	1	1	1	1	1	
Total In-Scope		26	21.84	30	26.17	31	28.23	31	28.23	
TOTAL In and Out-of-Scope		34	29.54	38	33.87	45	41.93	45	41.93	

Information Technology

Information technology is instrumental in strengthening the following strategic goals of the College:

- ▶ Supporting student success;
- ▶ Improving individual and organizational capacity, effectiveness and diversity;
- ▶ Proactively leading, responding and adapting to change;
- ▶ Strengthening mechanisms that demonstrate accountability and sustainability; and
- ▶ Optimizing efficient use of resources.

Learning and Teaching

- ▶ Together with instructional and management staff, the College will continue to look at ways to improve learning technology for classroom and remote use. Planning and adapting our technological abilities to meet the needs of our workforce and learners is of high importance. As staff continue to move their teaching and learning resources to a variety of digital formats, ongoing training is important to enable success in the classroom.

Security

- ▶ It is important to note that cybersecurity and privacy are more than just technology – there is also the human factor to consider. Creating a strong cybersecurity culture requires a well-rounded strategy that motivates our workforce to be part of the solution. Enabling all staff and students to practice good cyber habits is one that the College will continue to promote.

Together with other post-secondary institutions, Saskatchewan Research Network (SRNET) and the Ministry of Advanced Education, our College is working to support coordinated efforts to strengthen the cyber resiliency of public post-secondary institutions and the post-secondary sector as a whole. Through this strategic partnership, Carlton Trail College has recently implemented an Intrusion Detection System (IDS), further enhancing our security infrastructure with off-network protection capabilities.

We continue to prioritize sustained collaboration among post-secondary institutions and partner organizations. This steadfast partnership ensures ongoing vigilance and exchange of insights, fortifying our collective defense against cyber threats.

IT Infrastructure

- ▶ An adaptable and agile infrastructure upon which information technology can deliver services to our learning region remains a key goal. Virtualization and cloud-based computing continue to influence and shape what, when and how we deliver technology to our users. We will continue to explore and leverage new systems, platforms or technologies, as appropriate, to enhance our IT infrastructure.
- ▶ The College plans to update the Watrous, Wynyard and Punnichy ABE locations to Meraki Wi-Fi devices over the next academic year. This will improve Wi-Fi connectivity within buildings and to regional offices and classrooms, enhance our ability to virtually troubleshoot issues and enable better monitoring of traffic on our systems.
- ▶ The College will be required to upgrade all devices to Windows 11 software by 2025 and will need to ensure that outdated and non-compliant computers and laptops are able to support this upgrade process. The College plans to replace devices over the next three years so that all computers are functionally enabled to support this new version of Windows.
- ▶ As technology advances and new security threats emerge, the College will be investing in upgrading its Firewall technology. Upgrading is essential to ensure the network is protected, help improve network performance, ensure compatibility with new technologies and to receive the latest security updates.

- ▶ As the College plans for an addition to the Trades Facility in Humboldt, prioritizing the integration of state-of-the-art technology into the building is paramount. This approach underscores our commitment to effectively supporting the evolving training needs of business, industry, and communities in our region.

Infrastructure, Land Transaction and Occupancy Plan

Descriptor	Address	Sq.M	Owned/ Leased	Lessor	Term Expiry	Annual Cost	Occupancy Plan
Trades/Technical Building	1105 – 4th Avenue, Humboldt	697	Owned	We own the building and lease the land from CN.	Property Taxes Paid Annually	\$5,250	Renewal
Humboldt Education Centre	611 – 17th Street, Humboldt	1207	Leased	Horizon School Division #205 and St. Paul's RCSSD #20	Oct 31/61	\$67,200	Renewal
Basic Education Classroom	Punnichy Community High School, 612 – 6th Avenue, Punnichy	200	Leased	Horizon School Division #205	Dec 31/25	\$15,600	Renewal
Four Winds Learning Centre	406 Main Street, Punnichy	316	Owned	-	-	-	Owned
Basic Education Classroom	53 2nd Street NE, Lot 12, Block 13, Plan 1509, Wadena	3,800	Leased	Brooks Auto and Truck Sales Inc.	May 31/25	\$16,065	Renewal
Basic Education Classroom	229 – 1st Street South, Wakaw	139	Leased	RM of Fish Creek #402	Aug 31/24	\$10,080	Renewal
Practical Nursing Centre	105 Second Avenue East, Watrous	300	Leased	Sebella Properties Inc.	Dec 31/24	\$67,935	Renewal
Administration & Classroom	202A – 6th Avenue East, Watrous	214	Leased	Horizon School Division #205	Dec 31/25	\$4,500	Renewal
Administration & Classroom	400A Avenue D West, Wynyard	344	Leased	Horizon School Division #205	Dec 31/25	\$8,700	Renewal

Facilities Overview

- ▶ Together with instructional and management staff, the College will continue to look at ways to improve learning technology for classroom and remote use. Planning and adapting our technological abilities to meet the needs of our workforce and learners is of high importance. As staff continue to move their teaching and learning resources to a variety of digital formats, ongoing training is important to enable success in the classroom.
- ▶ The College's short-term, leased facilities are used to deliver programs in Saskatchewan's east-central region. Facilities vary in quality and suitability for educational use. Wherever possible, the College works with property owners to bring in equipment and/or resources, as well as make adaptations to enable functional learning/work spaces.

- ▶ Wakaw's space is primarily used to support programming opportunities with One Arrow First Nation and Wadena's space is used to support programming to regional Indigenous and non-Indigenous communities.
- ▶ Watrous and Wynyard's spaces remain suitable for administrative/learning purposes, with minimal, regular maintenance required to support ongoing use.
- ▶ Humboldt's administrative offices and classroom spaces function as part of a joint-use agreement with Horizon School Division and the City of Humboldt; regular communication about facility use and maintenance occurs between all three parties.
- ▶ Basement renovations at Four Winds Learning Centre in Punnichy were completed over 2023-24. This is a busy program delivery location and having improved functionality will allow for more programming opportunities. The addition of a two-car garage on site also will be beneficial to allow for safe storage for College vehicles.
- ▶ It is important to note that all spaces are valuable as regional learning locations, enabling the College to deliver on its legislative mandate to provide education and training to individuals in rural Saskatchewan.
- ▶ Where appropriate, Carlton Trail College will continue to engage in discussions with Indigenous communities that may see increased joint-use of facilities on-reserve to support programming opportunities.

Preventative Maintenance and Renewal Plan

Campus Location	Leased/ Owned	Project Detail	Institution Priority	Estimated Cost	Institution Fund \$	Ministry Fund \$		
						Year 1	Year 2	Year 3
Humboldt	Owned	Expansion of Humboldt Trades/ Technical Facility	High	\$800,000		\$800,000	\$0*	\$0
Totals				\$800,000		\$800,000	\$0*	\$0

**Original project estimates were adjusted to reflect inflationary increases, as well as increases related to anticipated product and labour costs.*

Major Capital Planning

Progress on the expansion of our Humboldt Trades/Technical Facility has continued to move forward. Thanks to funding secured in the fall of 2021, we were able to hire an engineering firm to create the initial designs for the building. Following Provincial approval in 2023, the project's design and planning stages have advanced, alongside the commencement of land preparation work. The expansion is set to include upgraded classrooms, office spaces, and versatile multi-use areas, in addition to refurbishing the existing training facilities.

We have successfully secured the additional leased / land space needed for the expansion. The project is now moving towards the finalization of the architectural drawings, which will allow us to obtain the necessary development approvals to complete the building plans and proceed with the construction phase. A start date for construction in late 2024 is currently anticipated.

The additional space for lease has been finalized and once final drawings are in place then the development approvals with the municipality and landowner will be secured to finalize the building plans and advance the project build.

Sustainability Measures

College Objectives 2024 - 27

Through the Ministry of Advanced Education's strategic, Multi-Year Funding Allocation to the post-secondary sector in Saskatchewan, Carlton Trail College will be concentrating on the following priority areas:

1. **Strengthened Indigenization and diversity efforts.**

Understanding and enhancing Indigenization in our post-secondary environment is important to our institution. Through deliberate efforts, we will strive to make Carlton Trail College as welcoming and relevant to Indigenous learners as possible, along with fostering mutually beneficial relationships with Indigenous communities and related organizations.

Sustainability areas: Alignment with strategic Government and Growth Plan priorities, including potential revenue generation opportunities.

2. **Adoption of the College system's Enterprise Resource Planning (ERP) initiative and new Student Information System.**

The shared adoption and implementation of select ERP modules and a new Student Information System will increase staff productivity, improve client service, strengthen planning and reporting procedures and align business processes across the regional College system. Carlton Trail College was designated as the lead institution to assist with the implementation of this system-wide initiative.

Sustainability areas: Efficiency through collaboration among institutions, as well as demonstrated academic and administrative improvements and innovations.

Further details about these initiatives will be regularly provided through the Government's Multi-Year Funding Accountability Reports to the Ministry of Advanced Education.

Ensuring Carlton Trail College's future sustainability is a priority. The move to Multi-Year Funding Allocations has provided value to date, enabling our institution to plan out operational, programming and strategic initiatives more effectively. Funding to be utilized in the coming year from the Multi-Year Funding Agreement will be focused on the implementation of sustainable practices that support the Government's priorities, while seeking to maximize operations and identify opportunities to generate supplemental revenue.

While these initiatives are instrumental to our institution, it is becoming increasingly important that we revisit our Provincial operational funding agreements to identify root causes in funding gaps and develop strategies to address long-term operational sustainability for higher education and training in Saskatchewan.



Financial Plan

Part A: Projected Financial Statements and Key Assumptions

Key Assumptions

- ▶ Carlton Trail College has been diligent in managing its financial resources. Additional operational dollars received to support the provincial Health Human Resources Action Plan, along with the strategic use of our reserve fund, will allow the College to remain operationally sustainable in the mid-term. However, long-term operational funding allocations will need to be addressed in order for the College to retain its core operational funding commitments. We will also continue to seek revenue generation and expense reduction opportunities, so that the College's long-term sustainability is supported through a variety of means.
- ▶ The current Collective Agreement expired on August 31, 2022. With the expectation that the collective agreement will be ratified in 2024, the budget does reflect an anticipated CBA increase. Based on prior history, our assumption will see provincial funding provided for CBA cost increases for the Regional College system's in-scope employees. An estimated amount for CBA has been added to our operating grant to reflect this.
- ▶ Ongoing developments arising from the Russia/Ukraine conflict will see the College continue to align and expend resources to enhance employment training and language services within our region. With a substantive increase of Ukraine newcomers in our English Language Training programs, there is a continued need to connect individuals to language, employment and personal support programs and services.

ERP and Student Information System Project

The following assumptions were made regarding how this project appears within Carlton Trail College's planning and budget documentation:

- ▶ With the desire for an 'off-the-shelf' cloud-based product, the software/system acquisition will be treated as a service agreement. This means that the College, along with project partners, does not own the software and/or system platforms, and will be required to 'subscribe' to platform services.
- ▶ The Provincial Comptroller's office has confirmed that all costs related to the ERP and Student Information System can be treated as an expense.
- ▶ All project funds will be recognized as revenue; any funds that are not fully utilized during the 2024-25 will be reflected in internally restricted reserves at year-end.
- ▶ For documentation transparency, revenue/expenses show as a separate item in the College's Financial Statements.
- ▶ The College's auditors are in agreement with the treatment of the revenue and expenses option.
- ▶ The project is behind schedule and an updated timeline is being developed. The Ministry is involved in this process.

Part B: Financial Impacts of Identifiable Risks

Over the last several years, the College has been working in partnership with regional Indigenous communities to provide educational and Skills Training programs. This often involves sharing program costs or delivering programs that are completely funded by the program partner. It is important to note that program delivery is impacted when there is a change in funding that a partner may access, or if a partner chooses to direct program funding elsewhere, especially when a desired education or training program does not adhere to the sector's program funding parameters.

Similarly, programming opportunities at Punnichy's Community High School is dependent upon funding available through other agencies, such as Indigenous and Northern Affairs Canada (INAC) and/or Horizon School Division. Strong working relationships with these entities and community representatives helps ensure we can continue to provide regionally-responsive programming.

Additional aspects to consider include:

- ▶ Skilled training programs offered over 2024-25 anticipate recovering approximately \$40,000 as we structure appropriate cost-recovery programming via partnerships with business, industry and First Nations communities.
- ▶ Anticipated K-12 and Adult Basic Education-focused grant funds from school division partners remain highly variable. This amount is dependent upon eligible registrants as of September 30. The impact of changes from the Provincial Training Allowance, to the new Education Training Initiative program, have also negatively affected enrollment in basic education programming. This impact will be monitored over the next few years to determine if these changes are temporary or are more lasting.
- ▶ As the College maintains focus on flexible, hybrid working and learning environments, as well as pursuing entrepreneurial revenue generation through a variety of means, ongoing staff training is necessary to ensure administrative and instructional standards are met and a high level of service is reflected. The College anticipates costs may intensify to identify and support succession planning, where needed, along with investments that enhance cross-functional team approaches.
- ▶ Our post-secondary institution is not immune to inflation. While anticipated, additional costs have been built into the budget to mitigate inflationary impacts, these costs will need to be monitored over our fiscal year(s) to determine the long-term impacts.



SCHEDULE OF DEFERRED / UNEARNED REVENUE

Estimated Balance July 1, 2024	\$500,000
2024-2025 Budget	\$97,000
2024-2025 Projected Expenditures	<\$147,000>
Estimated Balance July 1, 2025	\$450,000

Funds remaining in deferred revenue are used on a revolving basis, so the balance changes from year-to-year, depending on programming and/or partnership opportunities. Funding from one partner is getting significant and the College will need to work with the Partner to develop a plan and timeline for the use of these funds.

As of June 30, 2023, the College's unrestricted operating surplus was \$1,320,030. The College is currently assessing facility upgrades and staff growth needs, which will be addressed and implemented in the 2024-25 academic year. These adjustments aim to enhance our ability to support our existing students and partners while also facilitating the development of new partnerships to accommodate the anticipated growth in the region.

By June 30, 2025, the balance of this fund is expected to be \$862,830. With a further draw on the fund to a balance of \$476,559 at June 30, 2026. Funds remaining above the 3% threshold will be targeted towards major, anticipated expenditures over the next two-to-three years, such as program equipment, fleet vehicle replacement and/or software and IT system upgrades along with operational and staffing supports. If required, plans to direct/redirect funds will be presented to the Board of Directors and support identified institutional need.



Carlton Trail College Projected Schedule of Accumulated Surplus				
June 30, 2025				
Internally Restricted Operating Surplus	Statement of Purpose	Amount	Time Frame	June 30, 2025, Forecast
Capital Projects:				
Humboldt Trades/ Technical Facility Expansion	The addition to our trades training facility in Humboldt will provide much needed space to meet the training requirements for skilled programming in the region.	\$816,055	The provincially- authorized capital funding allocation of \$800,000 has been received. Construction was expected to be completed by summer 2024. The College is presently engaged in discussions with a potential partner, aiming to secure additional funding that will facilitate the expansion of the project's scope. The revised timeline is to start fall 2024 and complete by December 2025.	\$0
Other:				
Multi-Year Funding	All post-secondary institutions received an additional allocation of 5% of the institution's operating grant for 2021- 22 and 2022-23. These funds are intended as an operating investment to facilitate long-term institutional sustainability.	\$66,315	Funding was expected to be fully utilized by June 2024. Filling a key staffing position resulted in delays utilizing the funding. The funds will be fully utilized in 2024- 25. Further information will be contained within the Multi-Year Funding Accountability Reports provided to the Ministry of Advanced Education.	\$0
Higher Education ERP/ SIS System: Project fund administration on behalf of sector	Carlton Trail College is administering funding from the provincial government for this initiative, on behalf of all partners engaged in the project.	\$1,072,769	Funding will be ongoing over the next few fiscal years. Regular reporting occurs to the funding Ministry as well as all partners engaged in this initiative.	\$571,894

Information Technology	Funds are for costs associated with server replacement, IT infrastructure and upgrades, equipment replacement, etc.	\$ 97,851	Funds will go towards administrative computer replacements, IT infrastructure and upgrades and security costs.	\$97,851
Accounting software upgrades and enhancements	Regular upgrades and supports need to occur to align with increasing electronic student information and account management.	\$ 30,273	With the ERP project progressing, these funds may be utilized for additional staffing supports to transition to a new system. Any funds not fully utilized will be targeted to cover the ongoing, yearly fees for system licensing.	\$30,273
Higher Education ERP/SIS System: Carlton Trail College implementation and maintenance costs	The current Student Information System is at the end of its life cycle. Regional Colleges involved in this initiative will be required to fund on-site implementation, as well as the ongoing licensing and service agreement costs required for the pending systems.	\$300,000	Project work was launched in 2021-22. Once provincial funding for this initiative is fully utilized, these funds will aid the College complete its systems transition, and support initial maintenance costs.	\$300,000
Professional Development	1% of staff salary is placed into a reserve to provide for training opportunities. Each employee can accrue up to three years of PD funding.	\$ 87,680	Funds are in and out on a revolving basis so this will never get to zero.	\$95,680
Vehicles	The College sets aside \$15,000 per year for the replacement of fleet vehicles. We currently own eight vehicles and require funds to replace units as needed. With the pandemic over and vehicle shortages now appearing to be resolved the College can revert back to our scheduled plans of vehicle replacement.	\$138,684	Funds are in and out on a revolving basis so this will never get to zero. We expect to replace two units in 2023-24, at an approximate cost of \$95,000.	\$153,684

Scholarship Administration: BHP	The College administers a scholarship fund on BHP's behalf. Any funds not used are kept in a separate reserve and bank account that collects interest. A plan is in place with BHP to utilize any carry-forward funds.	\$ 66,436	Funds are in and out on a revolving basis so this will never get to zero.	\$66,436
Scholarship Administration: Saskatchewan Innovation and Opportunity Program	Provincially allocated scholarship funds, along with matching funds secured by the College.	\$ 167,445	Funds are in and out on a revolving basis so this will never get to zero.	\$167,445
Interest on ERP Funding	ERP funding from the Provincial Government is kept in a separate bank account and interest earned on the funding will go towards project costs not covered by the funding.	\$ 106,197	Funds are being utilized as needed for items such as legal fees, training, iConnect licensing, data migration, etc.	\$136,197
Learner Support Costs: Programming:				
English Language Training	These funds are utilized on an as-needed basis. If there is demand for programming to meet a need, these funds are accessed. The demand shifts based on a variety of factors, such as local labour market demand, immigration/newcomer data, etc.	\$ 112,180	In 2024-25 these funds will be targeted in our work with regional employers to meet English Language Training needs, enhance rural based programming and/or provide the ability to respond to training need as displaced Ukrainians re-settle within our region.	\$ 39,130

Skills Training Allocation (STA)	Residual funds are due to changes in the funding model. Plans have been in place to utilize however, cancelled or delayed programs affected by the pandemic resulted in funds not being utilized. Retaining a residual amount of these funds assists the College with program partnerships, especially with our Indigenous communities. A partnership with Sask Polytechnic and Conestoga College meant that the cost of the welding program in 2021-22 and 2022-23 was fully funded and required no STA funding.	\$301,895	Programming is expected to return to pre-pandemic levels. Reserves are anticipated to be drawn down, retaining a small amount for potential partnership development. Capital funding has been authorized for Humboldt's Trades/ Technical Facility expansion, and these funds will enable the College to provide additional trades programming to meet local demand.	\$84,475
Skills Training Allocation: Health Human Resources	Funding for additional Continuing Care assistant training seats to meet regional demand.	\$1,305	CCA funds are expected to be fully utilized in 2024-25.	\$0
Skills Training Allocation: Health Human Resources	One time funding for an additional full-time Primary Care Paramedic program.	\$37,870	A portion of the funding received to expand health-related programs will be carried over to 2024-25 due to the Primary Care Paramedic program being delivered over two academic years.	\$0
Skills Training Allocation: Skilled Trades Expansion	Additional funding to meet regional and provincial demands in the skilled trades.	\$169,715	Additional funds were received to expand training in construction-related trades programming in 2023-24. With the construction of the expanded Humboldt Trades/Technical Facility in 2023-24, some of the funds will be carried over to be utilized when the building is complete in 2024-25.	\$146,535

Adult Basic Education	If there is demand for programming to meet a newly identified need, these funds are accessed. The demand shifts based on a variety of factors, such as local labour market demand, request from First Nations communities and industry, etc.	\$ <5,805>	A drop in under 22 student enrollments and increased costs resulted in the funds being fully utilized and a need to draw from the 2024-25 funding. Once actual results are determined at June 30, 2024 year end this will be reviewed and addressed moving forward.	\$ <5,805>
Adult Basic Education: Essential Skills for the Workplace	If there is demand for programming to meet a newly identified need, these funds are accessed. The demand shifts based on a variety of factors, such as local labour market demand, request from First Nations communities and industry, etc.	\$91,551	Funds are expected to be fully utilized by 2024-25.	\$0
Adult Basic Education: On Reserve	If there is demand for programming to meet a newly identified need, these funds are accessed. The demand shifts based on a variety of factors, such as local labour market demand, request from First Nations communities and industry, etc.	\$53,795	Funds are expected to be fully utilized in 2024-25.	\$0
Total Internally Restricted		\$2,896,156		\$1,884,155
Unrestricted Operating Surplus		\$1,320,030		\$ 862.831
Accumulated Surplus from Operations		\$8,399,359		\$6,777,219

2024-25 and 2025-26 PROJECTIONS AND KEY ASSUMPTIONS

Key Assumptions

The Multi-Year Funding investment presented by the Provincial Government provides a level of core funding certainty to our institution. Institutional funding that is not included as part of the sector's multi-year agreement will be forecast as status quo. Where appropriate, the College will continue to seek out additional funding opportunities for programs, services and/or operations via federal and provincial channels.

Table 1: 0% Funding Scenarios for 2024-25 and 2025-26

Table 1	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27
Resource Allocation Summary						
Revenues						
Operating Grant Funding	2,663,200	2,848,800	2,838,800	3,157,100	3,282,100	3,382,100
Program Grant Funding	2,020,000	2,422,000	2,378,300	2,302,000	2,552,000	2,552,000
Tuition	594,971	1,029,610	763,100	1,134,035	1,053,560	1,050,000
Other Sources	2,344,276	1,997,640	2,957,850	1,635,630	2,026,635	2,250,000
Total Revenues						
Expenditures						
Out-of-Scope Salaries	815,672	806,450	840,000	1,396,755	1,436,830	1,465,565
Academic In-Scope	1,353,556	1,526,575	1,400,000	1,900,920	1,944,245	1,983,125
Professional In-Scope	1,518,787	1,757,695	1,729,900	1,958,775	2,041,405	2,087,240
Other Salaries	291,297	243,800	250,855	250,000	250,000	250,000
Honoraria	13,628	35,080	32,170	37,180	37,580	38,000
Benefits	681,215	788,940	747,100	1,050,715	1,022,710	1,050,000
Sub-total Salaries and Benefits	4,674,155	5,158,540	5,000,025	6,594,345	6,732,770	6,873,930
Other Operating Expenses*	2,607,564	2,798,095	3,287,825	2,785,685	2,844,390	2,800,000
Total Expenditures	7,281,719	7,956,635	8,287,850	9,380,030	9,577,160	9,673,930
Annual Operating (Deficit) Surplus	340,728	341,415	650,200	-1,151,265	-662,865	-439,830

Note: Table 1 has been adjusted and does not include the short-term, designated project funding received by the College to administer the ERP/SIS project on behalf of all sector partners.

The 0% funding scenarios, above, present the core government grants as indicated in the first year of the Multi-Year Funding Agreement. With this in mind, however, there will be significant impacts to Carlton Trail College moving forward, especially as it relates to staffing. With increasing personnel cost pressures, it will affect our ability to recruit/retain qualified employees, especially in a labour market that is starting to experience workforce pressures and shortages.

Qualified staff are necessary to offer our Skills Training, ABE and English Language Training programs, as well as provide the required administrative supports needed for successful delivery across a large rural area. For instance, academic in-scope salaries are impacted by whether a program's contract with the brokering agency includes instructors, or if our College is responsible for hiring instructors. Year-over-year program mixes and anticipated industry training demand also affects what instructional and/or administrative staff may be required.

Financial constraints in this area is of grave concern, as the east-central Saskatchewan region is experiencing population growth as well as significant investment into major industrial projects that require skilled labour and workforce-ready individuals, businesses and communities. Approval for an expansion to the Humboldt Trades/Technical Facility will prepare our institution to help meet these needs, but not if personnel costing pressures limit our ability to develop our own regional workforce.

As well, although the sector's new ERP/SIS system will provide long-term productivity, information management and reporting benefits, the ongoing licensing/maintenance costs are a significant new expenditure. With anticipated costs to our institution of \$150,000-\$200,000 per year upon project finalization, the projected 0% funding scenarios do not account for this cost increase. Prior OCSM system costs for the sector were absorbed by our funding Ministries. It is anticipated that the Colleges will need to start covering this cost in 2027.

Continued fiscal prudence and ongoing dialogue with Ministerial representatives and post-secondary colleagues will carry on to explore adaptable, innovative solutions and responses to sector-wide issues.

Supplementary Salary Detail

Salary in Year 1 (from Table 1)	Out-of-Scope	Academic In-Scope	Professional In-Scope	Other Salaries	Total
Number of Employees	14	35	31	50	130
Salary in Year 1 (from Table 1)	\$1,396,755	\$1,900,920	\$1,958,775	\$250,000	\$5,506,450
annual merit increases	12,140	5,300	43,455	-	60,895
annual economic adjustments	27,935	38,025	39,175	-	105,135
base adjustments					
positions added/deleted					
Salary in Year 2 (from Table 1)	\$1,436,830	\$1,944,245	\$2,041,405	\$250,000	\$5,672,480

2025-26

- ▶ Assumption that government grants will return to 2020-21 levels.
- ▶ Ministry of Immigration and Career Training funding is budgeted at current levels.
- ▶ The current Collective Agreement expired on August 31, 2022. With the expectation that the collective agreement will be ratified in 2024, the budget does reflect an anticipated CBA increase. Based on prior history, our assumption will see provincial funding provided for CBA cost increases for the Regional College system's in-scope employees. An estimated amount for CBA has been added to our operating grant to reflect this.
- ▶ Continued focus on collaborative sector opportunities, expense reduction and non-traditional revenue generation opportunities via partnerships with regional stakeholders.

Internally Restricted and Unrestricted Operating Surplus

- ▶ Where necessary, Skills Training and ABE programming deficits will be covered by program reserve funds.
- ▶ Technology maintenance costs related to Carlton Trail College's Learning Management System, along with the implementation of the new ERP/SIS System at our institution, will be covered by reserve funds.
- ▶ As needed, staff training costs will be drawn from reserves.
- ▶ As needed, fleet vehicle and required equipment replacements will be drawn from reserves.

Table 2: Internally Restricted and Unrestricted Operating Surplus

Operating Surplus	2022-2023 Actual	2023-2024 Budget	2023-2024 Forecast	2024-2025 Budget Year 1	2025-2026 Estimate Year 2	2026-2027 Estimate Year 3
Restricted/ Unrestricted Op. Surplus - Beginning	\$3,558,795	\$4,475,284	\$4,810,035	\$5,100,915	\$2,815,660	\$1,698,340
Restricted/ Unrestricted Op. Surplus - Ending	4,810,035	\$3,639,014	\$5,100,915	\$2,815,660	\$1,698,340	\$1,700,000

APPENDIX A

Financial Statements and Schedules



Statement 1

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

	Estimated June 30 2026	Budget June 30 2025	Budget June 30 2024	Forecast June 30 2024	Actual June 30 2023
Financial Assets					
Cash and cash equivalents	\$ 2,460,680	\$ 3,640,660	\$ 4,264,014	\$ 5,504,015	\$ 4,838,133
Accounts receivable	125,000	125,000	125,000	300,000	695,875
Inventories for resale	20,000	20,000	20,000	40,000	42,664
Portfolio investments	-	-	-	-	-
Total Financial Assets	<u>2,605,680</u>	<u>3,785,660</u>	<u>4,409,014</u>	<u>5,844,015</u>	<u>5,576,672</u>
Liabilities					
Accrued salaries and benefits	200,000	200,000	200,000	380,000	380,749
Accounts payable and accrued liabilities	190,000	190,000	190,000	170,000	167,508
Deferred revenue	387,340	450,000	250,000	500,000	570,204
Liability for employee future benefits	175,000	175,000	175,000	193,100	191,400
Total Financial Assets	<u>952,340</u>	<u>1,015,000</u>	<u>815,000</u>	<u>1,243,100</u>	<u>1,309,861</u>
Net Financial Assets (Net Debt)	<u>1,653,340</u>	<u>2,770,660</u>	<u>3,594,014</u>	<u>4,600,915</u>	<u>4,266,811</u>
Non-Financial Assets					
Tangible capital assets	3,854,119	3,961,559	4,118,436	3,298,444	3,380,884
Inventory of supplies for consumption	-	-	-	-	-
Prepaid expenses	45,000	45,000	45,000	500,000	543,224
Total Non-Financial Assets	<u>3,899,119</u>	<u>4,006,559</u>	<u>4,163,436</u>	<u>3,798,444</u>	<u>3,924,108</u>
Accumulated Surplus	<u>\$ 5,552,459</u>	<u>\$ 6,777,219</u>	<u>\$ 7,757,450</u>	<u>\$ 8,399,359</u>	<u>\$ 8,190,919</u>
Accumulated Surplus is comprised of:					
Accumulated surplus from operations	\$ 5,552,459	\$ 6,777,219	\$ 7,757,450	\$ 8,399,359	\$ 8,190,919
Total Accumulated Surplus	<u>\$ 5,552,459</u>	<u>\$ 6,777,219</u>	<u>\$ 7,757,450</u>	<u>\$ 8,399,359</u>	<u>\$ 8,190,919</u>

Statement 2

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

	2026 Estimated	2025 Budget	2024 Budget	2024 Forecast	2023 Actual
Revenues (Schedule 2)					
Provincial government					
Grants	\$ 7,083,705	\$ 7,413,600	\$ 8,022,800	\$ 7,979,100	\$ 7,605,200
Other	444,830	444,830	450,440	747,605	1,031,447
Federal government					
Grants	253,000	253,000	243,000	243,000	247,776
Other	-	-	-	-	-
Other revenue					
Administrative recoveries	10,100	10,100	10,100	10,100	11,561
Contracts	1,145,180	722,605	333,585	847,185	647,258
Interest	41,260	61,260	61,260	220,600	224,544
Rents	500	500	500	500	75
Resale items	30,215	29,285	27,205	22,010	28,128
Tuition	1,053,560	1,134,035	1,029,610	763,100	594,971
Donations	83,700	83,700	83,700	150,000	121,313
Other	5,850	5,850	5,850	5,850	10,174
Total revenues	10,151,900	10,158,765	10,268,050	10,989,050	10,522,447
Expenses (Schedule 3)					
General	3,971,960	3,953,645	3,197,155	3,132,460	2,841,910
Skills training	3,434,460	3,274,730	2,652,655	2,867,800	2,638,379
Basic education	1,800,440	1,786,595	1,734,290	1,864,500	1,479,378
Services	247,600	242,360	267,535	262,455	205,128
Scholarships	122,700	122,700	105,000	160,635	116,924
ERP System implementation	1,799,500	2,400,875	2,400,875	2,492,760	2,120,538
Total expenses	11,376,660	11,780,905	10,357,510	10,780,610	9,402,257
Surplus (Deficit) for the Year from Operations	(1,224,760)	(1,622,140)	(89,460)	208,440	1,120,190
Accumulated Surplus (Deficit), Beginning of Year	6,777,219	8,399,359	7,846,910	8,190,919	7,070,729
Accumulated Surplus (Deficit), End of Year	\$ 5,552,459	\$ 6,777,219	\$ 7,757,450	\$ 8,399,359	\$ 8,190,919

Statement 3

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

	2025 Budget	2024 Budget	2024 Forecast	2023 Actual
Net Financial Assets (Net Debt), Beginning of Year	\$ 4,600,915	\$ 4,016,329	\$ 4,266,811	\$ 3,351,390
Surplus (Deficit) for the Year from Operations	(1,622,140)	(89,460)	208,440	1,120,190
Acquisition of tangible capital assets	(870,555)	(954,250)	(125,000)	(91,399)
Proceeds on disposal of tangible capital assets	-	-	-	-
Net loss (gain) on disposal of tangible capital assets	-	-	-	-
Write-down of tangible capital assets	-	-	-	-
Amortization of tangible capital assets	207,440	207,440	207,440	222,449
Acquisition of inventory of supplies for consumption	-	-	-	-
Acquisition of prepaid expenses	-	-	-	(335,819)
Consumption of supplies inventory	-	-	-	-
Use of prepaid expenses	455,000	413,955	43,224	-
	(1,830,255)	(422,315)	334,104	915,421
Change in Net Financial Assets (Net Debt)	(1,830,255)	(422,315)	334,104	915,421
Net Financial Assets (Net Debt), End of Year	\$ 2,770,660	\$ 3,594,014	\$ 4,600,915	\$ 4,266,811

Statement 4

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

	Budget 2025	Budget 2024	Forecast 2024	Actual 2023
Operating Activities				
Surplus (deficit) for the year from operations	\$(1,622,140)	\$ (89,460)	\$ 208,440	\$ 1,120,190
Non-cash items included in surplus (deficit)				
Amortization of tangible capital assets	207,440	207,440	207,440	222,449
Net (gain) loss on disposal of tangible capital assets	-	-	-	-
Write-down of tangible capital assets	-	-	-	-
Changes in non-cash working capital				
Decrease (increase) in accounts receivable	175,000	200,000	395,875	(164,420)
Decrease (increase) in inventories for resale	20,000	-	2,664	(1,295)
Increase (decrease) in accrued salaries and benefits	(180,000)	(21,392)	(749)	85,527
Increase (decrease) in accounts payable and accrued liabilities	20,000	-	2,492	(48,537)
Increase (decrease) in deferred revenue	(50,000)	-	(70,204)	107,395
Increase (Decrease) in Liability for Employee Future Benefits	(18,100)	-	1,700	1,800
Decrease (increase) in inventory of supplies for consumption	-	-	-	-
Decrease (increase) in prepaid expenses	455,000	413,955	43,224	(335,819)
Cash Provided (Used) by Operating Activities	(992,800)	710,543	790,882	987,290
Capital Activities				
Cash used to acquire tangible capital assets	(870,555)	(954,250)	(125,000)	(91,399)
Proceeds on disposal of tangible capital assets	-	-	-	-
Cash Provided (Used) by Capital Activities	(870,555)	(954,250)	(125,000)	(91,399)
Increase (Decrease) in Cash and Cash equivalents	(1,863,355)	(243,707)	665,882	895,891
Cash and Cash Equivalents, Beginning of Year	5,504,015	4,507,721	4,838,133	3,942,242
Cash and Cash Equivalents, End of Year	\$ 3,640,660	\$ 4,264,014	\$ 5,504,015	\$ 4,838,133
Represented on the Financial Statements as:				
Cash and cash equivalents	\$ 3,640,660	\$ 4,264,014	\$ 5,504,015	\$ 4,838,133
Cash and Cash Equivalents, End of Year	\$ 3,640,660	\$ 4,264,014	\$ 5,504,015	\$ 4,838,133

Schedule 1

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

	2025 Projected										2025	2024	2024	2023
	General	Skills Training		Basic Education		Services		Scholarships		ERP				
		Credit	Non-credit	Credit	Non-credit	Learner Support	Counsel	Counsel						
Revenues (Schedule 2)														
Provincial government	\$ 3,184,300	\$ 1,503,310	\$ 96,820	\$ 838,730	\$ 276,270	\$ 30,000	\$ -	\$ 29,000	\$ 1,900,000	\$ 7,858,430	\$ 8,473,240	\$ 8,726,705	\$ 8,636,647	
Federal government	-	-	-	-	253,000	-	-	-	-	253,000	243,000	243,000	247,776	
Other	35,600	1,476,650	187,750	130,090	89,185	4,000	-	94,060	30,000	2,047,335	1,551,810	2,019,345	1,638,024	
Total Revenues	3,219,900	2,979,960	284,570	968,820	618,455	34,000	-	123,060	1,930,000	10,158,765	10,268,050	10,989,050	10,522,447	
Expenses (Schedule 3)														
Agency contracts	-	444,655	31,750	-	37,000	30,000	-	-	-	543,405	581,565	1,073,575	761,710	
Amortization	207,440	-	-	-	-	-	-	-	-	207,440	207,440	207,440	222,449	
Equipment	42,470	34,110	120,450	31,575	38,955	-	650	-	-	268,210	264,955	262,295	163,143	
Facilities	127,330	185,505	2,000	67,205	9,500	-	-	-	-	391,540	370,340	390,735	353,969	
Information technology	107,680	41,500	-	920	-	16,500	480	-	843,155	1,010,235	1,005,010	1,010,245	702,343	
Operating	514,145	329,575	20,095	77,070	130,500	625	13,300	122,700	1,557,720	2,765,730	2,769,660	2,794,295	2,524,486	
Personal services	2,954,580	1,987,965	77,125	816,355	577,515	75,615	105,190	-	-	6,594,345	5,158,540	5,042,025	4,674,157	
Total Expenses	3,953,645	3,023,310	251,420	993,125	793,470	122,740	119,620	122,700	2,400,875	11,780,905	10,357,510	10,780,610	9,402,257	
Surplus (Deficit) for the year														
	\$ (733,745)	\$ (43,350)	\$ 33,150	\$ (24,305)	\$ (175,015)	\$ (88,740)	\$ (119,620)	\$ 360	\$ (470,875)	\$ (1,622,140)	\$ (89,460)	\$ 208,440	\$ 1,120,190	

	2025 Projected Revenues										2025 Total Revenues Budget	2024 Total Revenues Budget	2024 Total Revenues Forecast	2023 Total Revenues Actual
	General	Skills Training		Basic Education			Learner Services		Scholarships	ERP				
		Credit	Non-credit	Credit	Non-credit	Support	Counsel							
Provincial Government Advanced Education/ Economy	\$ 3,127,100	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ 1,900,000		\$ 5,057,100	\$ 4,778,800	\$ 4,778,800	\$ 5,563,200
	-	1,278,180	96,820	650,730	276,270	-	-	-	-	-	2,302,000	2,422,000	2,378,300	2,020,000
	54,500	-	-	-	-	-	-	-	-	-	54,500	822,000	822,000	22,000
	3,181,600	1,278,180	96,820	650,730	276,270	30,000	-	-	1,900,000	-	7,413,600	8,022,800	7,979,100	7,605,200
	2,700	100,000	-	-	-	-	-	29,000	-	-	100,000	115,000	415,000	364,108
	Other	-	-	-	-	-	-	-	-	-	31,700	31,700	29,900	41,695
	3,184,300	1,378,180	96,820	650,730	276,270	30,000	-	29,000	1,900,000	-	7,545,300	8,169,500	8,424,000	8,011,003
Other provincial	-	125,130	-	188,000	-	-	-	-	-	313,130	303,740	302,705	625,644	
Total Provincial	3,184,300	1,503,310	96,820	838,730	276,270	30,000	-	29,000	1,900,000	7,858,430	8,473,240	8,726,705	8,636,647	
Federal Government	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	253,000	-	-	-	-	-	253,000	243,000	243,000	247,776
	-	-	-	-	253,000	-	-	-	-	-	253,000	243,000	243,000	247,776
Other Federal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Federal	-	-	-	-	253,000	-	-	-	-	-	253,000	243,000	243,000	247,776
Other Revenue	1,000	-	-	-	-	-	-	9,100	-	-	10,100	10,100	10,100	11,561
	-	488,330	15,000	130,090	89,185	-	-	-	-	-	722,605	333,585	847,185	647,258
	30,000	-	-	-	-	-	-	1,260	30,000	-	61,260	61,260	220,600	224,544
	500	-	-	-	-	-	-	-	-	-	500	500	500	75
	Resale Items	23,035	6,250	-	-	-	-	-	-	-	29,285	27,205	22,010	28,128
	Tuitions	963,535	166,500	-	-	4,000	-	-	-	-	1,134,035	1,029,610	763,100	594,971
	Donations	-	-	-	-	-	-	83,700	-	-	83,700	83,700	150,000	121,313
	Other	4,100	1,750	-	-	-	-	-	-	-	5,850	5,850	5,850	10,174
	Total Other	35,600	1,476,650	187,750	130,090	89,185	4,000	-	94,060	30,000	2,047,335	1,551,810	2,019,345	1,638,024
Total Revenues	\$ 3,219,900	\$ 2,979,960	\$ 284,570	\$ 968,820	\$ 618,455	\$ 34,000	\$ -	\$ 123,060	\$ 1,930,000	\$ 10,158,765	\$ 10,268,050	\$ 10,989,050	\$ 10,522,447	

Schedule 3

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

	General (Schedule 4)	2023 Projected Expenses						Scholarships	ERP	Total Expenses Budget	2024 Total Expenses Budget	2024 Total Expenses Forecast	2023 Total Expenses Actual
		Skills Training		Basic Education		Services							
		Credit	Non-credit	Credit	Non-credit	Learner Support	Counsel						
Agency Contracts													
Contracts	\$ -	\$ 444,665	\$ 31,750	\$ -	\$ 37,000	\$ 30,000	\$ -	\$ -	\$ -	\$ 543,405	\$ 581,665	\$ 1,073,575	\$ 761,710
Instructors	-	444,665	31,750	-	37,000	30,000	-	-	-	543,405	581,665	1,073,575	761,710
Amortization													
	207,440	-	-	-	-	-	-	-	-	207,440	207,440	222,449	-
Equipment													
Equipment (non-capital)	44,750	19,650	-	14,375	16,700	-	-	-	-	95,475	72,225	65,975	45,208
Rental	8,870	905	120,450	6,300	2,155	-	-	-	-	138,680	138,680	141,510	77,010
Repairs and maintenance	32,500	200	-	-	300	-	650	-	-	33,650	53,650	54,410	40,919
Vehicle Expense Allocation	(43,650)	13,355	-	10,900	19,800	-	-	-	-	405	400	400	-
	42,470	34,110	120,450	31,575	38,955	-	650	-	-	288,210	284,955	282,295	163,143
Facilities													
Building supplies	1,900	6,515	-	2,885	-	-	-	-	-	11,280	11,580	10,725	4,408
Grounds	3,200	1,100	-	500	-	-	-	-	-	4,800	4,800	4,900	11,892
Janitorial	23,450	33,550	-	11,700	-	-	-	-	-	68,700	70,700	78,860	62,248
Rental	79,700	115,300	2,000	46,700	9,500	-	-	-	-	253,200	229,700	238,690	203,746
Repairs & maintenance buildings	8,000	5,050	-	700	-	-	-	-	-	13,750	13,750	13,750	22,705
Utilities	8,400	21,875	-	4,200	-	-	-	-	-	34,475	34,475	38,475	41,102
Security & alarm Systems	2,680	2,115	-	540	-	-	-	-	-	5,335	5,335	5,335	7,888
	127,330	185,505	2,000	67,205	9,500	-	-	-	-	381,540	370,340	380,735	353,959
Information Technology													
Computer services	48,980	-	-	-	-	16,500	-	-	-	65,480	73,120	73,120	57,631
Data communications	3,060	-	-	-	-	-	-	-	-	3,060	3,300	3,300	3,399
Equipment (non-capital)	19,000	17,000	-	-	-	-	-	-	-	36,000	42,250	44,005	44,853
Materials & supplies	2,750	4,900	-	200	-	-	-	-	-	7,850	4,850	4,880	2,394
Rental	1,310	17,600	-	-	-	-	-	-	-	18,910	1,310	1,310	1,285
Repairs & maintenance	-	1,500	-	-	-	-	-	-	-	1,500	1,300	1,300	278
Software (non-capital)	32,580	500	-	720	-	480	-	843,155	-	877,435	878,880	882,330	592,503
	107,680	41,500	-	920	-	16,500	480	843,155	-	1,010,235	1,005,010	1,010,245	702,343
Operating													
Advertising	79,570	43,050	4,500	10,570	16,560	-	-	-	-	154,250	163,355	161,575	128,016
Association fees & dues	19,145	2,100	-	-	440	-	-	-	-	21,685	19,870	20,870	19,735
Bad debts	-	-	-	-	-	-	-	-	-	-	-	-	-
Financial services	9,500	-	-	-	-	-	-	-	-	9,500	9,500	9,500	12,196
Insurance (includes PD)	41,350	-	-	1,500	2,740	-	1,350	-	-	46,940	46,940	37,290	32,218
Insurance	63,915	-	-	-	-	-	-	-	-	63,915	63,915	63,915	65,494
Materials & supplies	49,550	186,605	3,380	42,915	75,095	-	-	-	-	367,545	317,555	257,625	203,770
Postage, freight & courier	8,100	3,300	-	420	-	-	-	-	-	11,820	10,960	10,850	9,405
Printing & copying	32,250	2,600	-	680	650	-	-	-	-	36,180	28,015	29,340	16,408
Professional services	79,600	-	-	-	2,000	-	2,500	1,557,720	-	1,641,820	1,718,670	1,670,686	1,670,686
Resale items	-	23,605	6,250	-	-	-	-	-	-	29,855	27,430	29,445	38,233
Subscriptions	10,580	-	-	-	-	-	-	-	-	10,580	7,410	7,410	3,881
Telephone & fax	47,405	19,415	-	5,460	975	-	3,600	-	-	78,855	78,605	80,615	74,388
Travel	67,080	30,575	5,365	4,025	24,890	625	5,850	-	-	136,410	129,335	140,990	108,184
Other	6,100	18,325	600	11,500	7,150	-	-	-	-	166,375	148,400	196,200	141,872
	514,145	329,575	20,085	77,070	130,500	625	13,300	1,557,720	-	2,765,730	2,769,660	2,794,295	2,524,486
Personal Services													
Employee benefits	545,790	268,545	14,850	99,785	90,000	14,140	17,605	-	-	1,050,715	788,940	754,100	681,215
Honoraria	29,380	800	-	2,750	4,250	-	-	-	-	37,180	35,080	32,170	13,628
Salaries	2,379,410	1,718,620	62,275	713,820	483,265	61,475	87,585	-	-	5,005,450	4,394,520	4,255,755	3,979,314
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
	2,954,580	1,987,965	77,125	816,355	577,515	75,615	105,190	-	-	5,054,345	5,158,540	5,042,025	4,674,157

Schedule 4

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

	2025 Projected General				2025	2024	2024	2023
	Governance	Operating and Administration	Facilities and Equipment	Information Technology	Total General Budget	Total General Budget	Total General Forecast	Total General Actual
Agency Contracts								
Contracts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,499
Instructors	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	1,499
Amortization	-	-	207,440	-	207,440	207,440	207,440	222,449
Equipment								
Equipment (non-capital)	1,000	43,250	-	500	44,750	19,750	19,750	3,779
Rental	-	8,870	-	-	8,870	8,870	8,870	11,088
Repairs and maintenance	-	32,500	-	-	32,500	52,500	52,500	33,842
Vehicle Expense Allocation	-	(43,650)	-	-	(43,650)	(43,650)	(43,650)	(38,876)
	1,000	40,970	-	500	42,470	37,470	37,470	9,833
Facilities								
Building supplies	-	-	1,900	-	1,900	1,900	1,900	2,051
Grounds	-	-	3,200	-	3,200	3,200	3,200	10,592
Janitorial	-	-	23,450	-	23,450	23,450	23,450	22,289
Rental	1,600	-	78,100	-	79,700	79,700	79,700	74,656
Repairs & maintenance buildings	-	-	8,000	-	8,000	8,000	8,000	15,122
Utilities	-	-	8,400	-	8,400	8,400	8,400	9,988
Security & alarm Systems	-	-	2,680	-	2,680	2,680	2,680	5,826
	1,600	-	125,730	-	127,330	127,330	127,330	140,524
Information Technology								
Computer services	-	24,090	-	24,890	48,980	56,620	56,620	44,506
Data communications	-	660	-	2,400	3,060	3,300	3,300	3,287
Equipment (non-capital)	-	9,000	-	10,000	19,000	42,250	42,250	40,290
Materials & supplies	-	1,250	-	1,500	2,750	2,750	2,750	2,083
Rental	-	1,310	-	-	1,310	1,310	1,310	1,285
Repairs & maintenance	-	-	-	-	-	-	-	278
Software (non-capital)	-	9,700	-	22,880	32,580	36,875	36,875	40,946
	-	46,010	-	61,670	107,680	143,105	143,105	132,675
Operating								
Advertising	2,850	76,720	-	-	79,570	95,815	95,815	65,267
Association fees & dues	8,000	11,145	-	-	19,145	17,130	17,130	16,209
Bad debts	-	-	-	-	-	-	-	-
Financial services	-	9,500	-	-	9,500	9,500	9,500	12,175
In-service (includes PD)	14,350	26,500	-	500	41,350	41,350	32,000	27,246
Insurance	-	53,915	-	10,000	63,915	63,915	63,915	65,494
Materials & supplies	1,000	48,550	-	-	49,550	43,800	43,800	14,274
Postage, freight & courier	-	8,100	-	-	8,100	7,590	7,590	4,394
Printing & copying	-	31,250	-	1,000	32,250	26,235	26,235	5,616
Professional services	15,000	64,600	-	-	79,600	147,100	147,100	89,696
Resale items	-	-	-	-	-	-	-	179
Subscriptions	-	10,580	-	-	10,580	6,410	6,410	3,805
Telephone & fax	-	44,405	-	3,000	47,405	47,405	47,405	45,688
Travel	33,405	32,475	-	1,200	67,080	66,080	57,000	59,671
Other	2,000	4,100	-	-	6,100	6,100	6,100	6,316
	76,605	421,840	-	15,700	514,145	578,430	560,000	416,030
Personal Services								
Employee benefits	1,500	487,140	-	57,150	545,790	346,315	343,330	309,448
Honoraria	29,380	-	-	-	29,380	29,380	26,470	13,028
Salaries	-	2,088,070	-	291,340	2,379,410	1,727,685	1,687,315	1,596,424
Other	-	-	-	-	-	-	-	-
	30,880	2,575,210	-	348,490	2,954,580	2,103,380	2,057,115	1,918,900
Total General Expenses	\$ 110,085	\$ 3,084,030	\$ 333,170	\$ 426,360	\$ 3,953,645	\$ 3,197,155	\$ 3,132,460	\$ 2,841,910

Carlton Trail College
Projected Schedule of Accumulated Surplus
for the year ended June 30, 2025

	June 30 2023 Actual	June 30 2024 Budget	June 30 2024 Forecast	Additions During the Year	Reductions During the Year	June 30 2025 Budget	June 30 2026 Estimated
Invested in Tangible Capital Assets							
Net Book Value of Tangible Capital Assets	\$ 3,380,884	\$ 4,118,436	\$ 3,298,444	\$ 870,555	\$ 207,440	\$3,961,559	\$3,854,119
	3,380,884	4,118,436	3,298,444	870,555	207,440	3,961,559	3,854,119
Internally Restricted Operating Surplus							
Capital Projects:							
Humboldt Trades Centre Expansion	16,055	-	816,055	32,500	848,555	-	-
Sustaining Capital Funding	46,674	64,559	68,674	22,000	22,000	68,674	10,674
	62,729	64,559	884,729	54,500	870,555	68,674	10,674
Other:							
Information Technology	97,851	100,601	97,851	-	-	97,851	97,851
Online registration/content management software	-	-	-	-	-	-	-
Accounting software upgrades and enhancements	30,273	30,273	30,273	-	-	30,273	30,273
Inventory Software	-	-	-	-	-	-	-
Enterprise Resource Planning subscription/maintenance (ERP)	300,000	300,000	300,000	-	-	300,000	300,000
Learning Enhanced Technology	-	-	-	-	-	-	-
Professional Development	78,819	69,958	87,680	8,000	-	95,680	103,680
Vehicles	218,684	148,684	138,684	15,000	-	153,684	168,684
Multi-Year Funding Allocation	176,165	-	66,315	-	66,315	-	-
Higher Education ERP System	-	-	-	-	-	-	-
Administration of ERP system implementation	1,587,644	1,405,373	1,072,769	1,900,000	2,400,875	571,894	-
ERP - Interest earned less finance fees	80,812	84,320	106,197	30,000	-	136,197	146,197
Scholarship	-	-	-	-	-	-	-
BHP Billiton	83,572	77,541	66,436	65,360	65,000	66,796	67,156
Saskatchewan Innovation and Opportunity	117,245	120,467	167,445	57,700	57,700	167,445	167,445
	-	-	-	-	-	-	-
Targeted programming funds:							
English as a Second Language	132,715	104,601	112,180	62,000	135,050	39,130	8,860
Skills Training Allocation	479,170	381,530	301,895	1,000,000	1,217,420	84,475	-
Skills Training Allocation - Health Human Resources CCA	-	14,970	1,305	50,000	51,305	-	-
Skills Training Allocation - Primary Care Paramedic	43,700	-	37,870	-	37,870	-	-
Skills Training Allocation - Skilled Trades Expansion	-	140,000	169,715	325,000	348,180	146,535	120,960
Adult Basic Education	58,105	42,170	5,805	428,000	428,000	5,805	-
Adult Basic Education - Essential Skills for the Workplace	128,241	88,301	91,551	200,000	291,551	-	-
Adult Basic Education - On Reserve	116,895	69,445	53,795	237,000	290,795	-	-
	3,729,891	3,178,234	2,896,156	4,378,060	5,390,061	1,884,155	1,211,106
Unrestricted Operating Surplus	1,017,415	396,221	1,320,030	-	457,199	862,831	476,560
Total Accumulated Surplus from Operations	\$ 8,190,919	\$ 7,757,450	\$ 8,399,359	\$5,303,115	\$6,925,255	\$6,777,219	\$5,552,459

APPENDIX B

Skills Training Allocation Program Management Plan



SFA Financial Overview			
Extrapolated Program Revenues as of June 30, 2024	Budget Allocation 2024-25	Projected exp. revenues for 2024-25	Projected Carry Forward for 2025-26
\$510,785	\$1,375,000	\$1,654,775	\$231,010

Self-very/Institution	Year	Date Submission
Drop down Menu	(Drop down Menu)	MM/DD/YYYY
2024-25		11/8/2024

LANA

[illegible]

Government
of
Saskatchewan

Investment and Career Training
C.I.B. Box 3625 Hamilton St.
Regina, S4S 0A4 SKS
ask@ask.saskinfo.gov.ca

University/Institution (Drop down Menu)	Year (Drop down Menu)	Course Submitted M.M/ED/YYY	17/07/2025
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2013[illegible]

Cell very (institution Drop down Menu)	Year (Drop down Menu)	Date Submitted MM/DD/YYYY
Antion Trail College	2003-05	07/18/2008

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Appendix B
Skills Training Program Management Plan
Year 3

Delivery Institution (Dropdown Menu)	Year (Dropdown)	Date Submitted
Carlton Trail College	2026-27	4/18/2024

1 of 2

Program Information												Rationale
Program Name	Standard Program Name (Dropdown Menu)	Is this program using targeted funding? (Dropdown Menu)	Credentials (Dropdown Menu)	Accredited Organization	Delivery Method (Dropdown Menu)	Location (Dropdown Menu)	Program Days	Program Capacity	Part-time	Full-time	Projected FTE	Please provide rationale for offering this program.
Continuing Care Assistant	Continuing Care Assistant Certificate	No	Institute	Sask Polytechnic	Classroom	Humboldt	140	15	3	12	17	CCA's are listed in the top 5 occupations, based on highest job vacancies, in 2023. There were 648 vacancies in the CTC region and over 8,500 in the province (Ministry of ICT, Feb 2024). CCA's have been identified as being in high demand in the Province's Health Human Resources Action Plan (Jan 2023), resulting in a provincial increase in training seats.
Continuing Care Assistant	Continuing Care Assistant Certificate	No	Institute	Sask Polytechnic	Classroom	Wynyard	140	14	2	12	14	As indicated above
Continuing Care Assistant	Continuing Care Assistant Certificate	HIR	Institute	Sask Polytechnic	Classroom	Watrous	140	14	6	8	14	As indicated above
ECE Diploma - PT	Early Childhood Education Diploma	No	Institute	Sask Polytechnic	Combination (Classroom and distance learning)	Humboldt	59	12	10		3	The Labour Market Information for the Carlton Trail College region indicates that there were over 100 job vacancies in 2023 and 1,899 in the province (Ministry of ICT, Feb 2024). Many of our part-time students require the training to maintain employment. Over 300 new childcare spaces have been allocated within our region since 2021. Including new developments and expansions, along with existing centers, our region will have childcare centres in 19 different communities.
ECE Diploma - PT	Early Childhood Education Diploma	No	Institute	Sask Polytechnic	Combination (Classroom and distance learning)	Wynyard	59	12	10		3	As indicated above
ECE Diploma - PT	Early Childhood Education Diploma	No	Institute	Sask Polytechnic	Combination (Classroom and distance learning)	Watrous	59	12	10		3	As indicated above
Carpentry	Carpentry Applied Certificate	No	Institute	Sask Polytechnic	Classroom	Humboldt	95	12		12	11	In 2023, there were 65 job vacancies for carpenters in the region and over 1,800 provincially (Ministry of ICT, Feb 2024). The demand for skilled labour in this trade will continue to increase with the planned construction projects in the province. According to the 2023-2032 Construction and Maintenance Labour Outlook for Saskatchewan, due to an increase in projected housing starts, it is anticipated that the supply of qualified carpenters won't meet demand up to 2027 and supply may be limited after that time.
Electrician	Electrician Applied Certificate	No	Institute	Sask Polytechnic	Classroom	Humboldt	100	12		12	11	In 2023, there were 48 job vacancies in the CTC region and 685 in the province (Ministry of ICT, Feb 2024). Electricians have been identified as one of the top five trades required at the BHP Jansen site during the construction and operational phases. According to the 2023-2032 Construction and Maintenance Labour Outlook for Saskatchewan, due to an increase in projected housing starts, it is anticipated that the supply of qualified electricians won't meet demand up to 2027 and supply may be limited after that time.
Office Administration	Office Administration Certificate	No	Institute	Sask Polytechnic	Classroom	Humboldt	140	15	5	10	16	In 2023, there were over 100 job vacancies in the CTC region (Ministry of ICT, Feb 2024). A number of Assistants and Receptionists in the CTC region (Ministry of ICT, Feb 2024). A number of graduates from this program are hired by SNA in the region each year in scheduling and other administrative roles.
Industrial Mechanics	Industrial Mechanics Applied Certificate	No	Institute	Sask Polytechnic	Classroom	Humboldt	80	12		12	9	Industrial Mechanics/Millwrights have been identified as one of the top 5 trades required at the BHP Jansen site during construction and operational phases. Many industrial employers in the region hire Industrial Mechanics for maintenance positions. The Labour Market Information indicates that there were 29 job vacancies in the Carlton Trail College region and over 500 vacancies province-wide in 2023 (Ministry of ICT, Feb 2024).

Appendix B
Skills Training Program Management Plan
Year 3

Innovation and Career Training
12th floor, 1945 Hamilton St.
Regina, SK S4P 2C8
skillstraining@gov.sk.ca



Delivery Institution (Dropdown Menu)	Year (Dropdown)	Date Submitted
Carlton Trail College	2026-27	4/18/2026

2 of 2

Program Information												Rationale
Program Name	Standard Program Name (Dropdown Menu)	Is this program using targeted funding? (Dropdown Menu)	Credentials (Dropdown Menu)	Accredited Organization	Delivery Method (Dropdown Menu)	Location (Dropdown Menu)	Program Days	Program Capacity	Part-time	Full-time	Projected FTE	Please provide rationale for offering this program.
Welding	Welding Applied Certificate	No	Institute	Sask Polytechnic	Classroom	Humboldt	104	12		12	12	Welders continue to be in demand in this region due to the number of manufacturers operating here and employers have an ongoing need for trained welders. Welders were among the top 5 occupations with the highest job vacancies in the region in 2023. The Labour Market Information indicates that there were over 280 vacancies in 2023 (Ministry of ICT, Feb 2024). All welding students from the current year's program have job opportunities as a result of their work placements.
Practical Nursing (Sem 5, 6)	Practical Nursing Diploma (Year 2)	No	Institute	Sask Polytechnic	Classroom	Watrous	75	21		21	17	The demand for PN's is projected to be constantly more than supply over the next 10 years (Sask Health Human Resources Priorities plan). The Labour Market Information for the CTC region indicates that PN's are among the top 5 occupations with job vacancies, in which there were 174 in 2023 (Ministry of ICT, Feb 2024). Provincial vacancies have increased from 1,161 to 4,747 since 2019 and PN's have been identified in the Health Human Resources Strategy as an immediate priority to help address vacancies in the health sector.
Practical Nursing (Sem 1)	Practical Nursing Diploma (Year 1)	No	Institute	Sask Polytechnic	Classroom	Watrous	95	21		21	12	As indicated above
Primary Care Paramedic- PT	Primary Care Paramedic Certificate	No	Institute	Sask Polytechnic	Classroom	Humboldt	39	12	12		2	With more than 10 ambulance services in our region, there is a continued need to replace paramedics that move away or retire. As well, there were 59 job vacancies within our region and 1,993 province-wide in 2023 (Ministry of ICT, Feb 2024). This occupation has also been identified in the Health Human Resources Strategy as an immediate priority to help address vacancies in the health sector. Students in this part-time program are able to work as EMT's while they complete their PCP training.
Mental Health & Addictions Counselling-YR 2	Mental Health & Addictions Counselling (YR 2)	No	Institute	Sask Polytechnic	Combination (Classroom and distance learning)	Punichy	50	12		12	5.3	Mental health and addictions concerns have been identified by our Indigenous partners as well as the need to provide more services in this area to community members. The Touchwood Agency Tribal Council communities have committed to supporting students and creating jobs in this area. There were 23 job vacancies within our region for family counsellors 2023 (Ministry of ICT, Feb 2024).
Industrial Mechanics (Minter PRO)	Industrial Mechanics Applied Certificate	Skills Trade	Institute	Sask Polytechnic	Classroom	Humboldt	80	22		22	16	As indicated above
Industrial Mechanics (Minter PRO)	Industrial Mechanics Applied Certificate	Skills Trade	Institute	Sask Polytechnic	Classroom	Humboldt	80	22		22	16	As indicated above
Industrial Mechanics (Minter PRO)	Industrial Mechanics Applied Certificate	Skills Trade	Institute	Sask Polytechnic	Classroom	Humboldt	80	22		22	16	As indicated above
Industrial Mechanics (Minter PRO)	Industrial Mechanics Applied Certificate	Skills Trade	Institute	Sask Polytechnic	Classroom	Humboldt	80	22		22	16.2	As indicated above
Heavy Equipment Operator	Heavy Equipment Operator Certificate	Skills Trade	Industry		Classroom	Humboldt	25	8	8		2.4	It has been identified that Heavy Equipment Operators (HEO) will be in greater demand to meet the construction needs of the province. CTC has a solid HEO program, providing in-seat training on a real job site, preparing students to meet the current and upcoming employment demands. There were over 1,000 job vacancies in the province in 2023 (Ministry of ICT, Feb 2024) and 6.1 in the region.
Heavy Equipment Operator	Heavy Equipment Operator	Skills Trade	Industry		Classroom	Humboldt	25	8		8	2.4	As indicated above
Heavy Equipment Operator	Heavy Equipment Operator	Skills Trade	Industry		Classroom	Humboldt	25	8		8	2.4	As indicated above
							TOTAL	320	58	25.6	218	
							TOTAL	0	0	0	0	

APPENDIX C

Adult Basic Education Program Management Plan



Delivery Institution	Year	Date Submitted MM/DD/YYYY
Carlson Trail Co Inc	2020-25	4/18/2020

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Appendix C
Essential Skills (Adult Basic Education)
Program Management Plan

Indigenous and Career Training
300 Ave. 54th West, 1st Fl.
Regina, SK, S4P 0Z8
418-244-0000 ext. 222

Year 2

Delivery Institution	Year	Date Submitted
Carlton Place College	2022-26	4/18/2024

Program Information														ICT Funding				Other Funding				Total Co-A		Cost per Seat	ETI			
Program Session ID	Program Name	Program Level	Location	On-Reserve/ Off-Reserve	Partners	Delivery Method	Start Date MIN/DOY/YYY	End Date MIN/DOY/YYY	Total # of Contact Days	Seat Capacity	Part-time	Full-time	Projected FTE	Work placements provided	Projected ABC- Traditional Funding [A]	Projected ABC On-Reserve Funding [A]	Projected ABC-ESMP Funding [A]	ESL Funding [A]	ABC Carry Over Funds Used * [B]	K-12 Funding for 20-21 Year Cohort [C]	Partner Contribution [D]	Anticipated Program Funding [A+B+C+D]	Cost per Seat	Education Training Incentive (ETI)				
PLAN A	Adult 12 Online	Level 14	On-line	Off-Reserve		Online	9/3/2024	5/30/2025	865	16	8	8	23 FTEs		\$154,080.00						\$35,400.00	\$189,480.00	\$11,863.76	Yes				
	Adult 12	Level 14	Perthurb	Off-Reserve	TATC	Classroom	9/3/2024	5/30/2025	865	16	8	10	25 FTEs		\$16,665.00							\$16,665.00	\$196,145.00	\$11,061.56	Yes			
	Adult 12	Level 14	Wakaw	Off-Reserve	DAFN	Classroom	9/3/2024	5/30/2025	865	12	4	8	17 FTEs		\$11,255.00							\$23,500.00	\$240,950.00	\$20,099.96	Yes			
	Adult 12	Level 14	Wakaw	Off-Reserve	DAFN	Classroom	9/3/2024	5/30/2025	865	12	4	8	17 FTEs									\$46,500.00	\$272,450.00	\$25,963.63	Yes			
	Adult 30/12	Level 13	Perthurb	Off-Reserve	TATC	Classroom	9/3/2024	5/30/2025	865	15	5	10	21 FTEs									\$190,095.00	\$38,273.96		Yes			
	HSWP	HS WP	Perthurb	Off-Reserve	TATC	Classroom	1/2/2025	4/30/2026	71	12	12	12	7 FTEs										\$104,075.00	\$6,402.39		Yes		
	HS WP	HS WP	On-Reserve First Nations	On-Reserve	DAFN	Classroom	1/3/2025	4/30/2026	75	12	12	12	8 FTEs										\$52,275.00	\$9,748.76		Yes		
	Tradies Exploration	Level 1 & 2	George Gordon First Nations	On-Reserve	GGFN	Classroom	3/10/2025	5/16/2026	48	12	12	12	5 FTEs										\$33,885.00	\$77,596.00	\$6,868.76	Yes		
	Tradies Exploration	Level 1 & 2	Manakowick First Nations	On-Reserve	MFN	Classroom	4/22/2025	6/27/2026	48	12	12	12	5 FTEs										\$77,595.00	\$77,595.00	\$6,868.76	Yes		
	TOTAL														127	29	92	128		\$424,000.00	\$232,000.00	\$200,000.00	\$0.00	\$0.00	\$374,900.00	\$344,225.00	\$13,839.05	
TOTAL														0	0	0	0		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
TOTAL														0	0	0	0		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
TOTAL														0	0	0	0		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
TOTAL														0	0	0	0		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
TOTAL														0	0	0	0		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
TOTAL														0	0	0	0		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
TOTAL														0	0	0	0		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
TOTAL														0	0	0	0		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
TOTAL														0	0	0	0		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
TOTAL														0	0	0	0		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
TOTAL														0	0	0	0		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
TOTAL														0	0	0	0		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
TOTAL														0	0	0	0		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
TOTAL														0	0	0	0		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
TOTAL														0	0	0	0		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
TOTAL														0	0	0	0		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
TOTAL														0	0	0	0		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
TOTAL														0	0	0	0		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
TOTAL														0	0	0	0		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
TOTAL														0	0	0	0		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
TOTAL														0	0	0	0		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
TOTAL														0	0	0	0		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
TOTAL														0	0	0	0		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
TOTAL														0	0	0	0		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
TOTAL														0	0	0	0		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
TOTAL														0	0	0	0		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
TOTAL														0	0	0	0		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
TOTAL														0	0	0	0		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
TOTAL														0	0	0	0		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
TOTAL														0	0	0	0		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
TOTAL														0	0	0	0		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
TOTAL														0	0	0	0		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
TOTAL														0	0	0	0		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
TOTAL														0	0	0	0		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
TOTAL														0	0	0	0		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
TOTAL														0	0	0	0		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
TOTAL														0	0	0	0		\$0.00	\$0.00	\$0.00	\$0						

Appendix C
Essential Skills (Adult Basic Education)
Program Memorandum Plan

Initiation and Course Taking
- 2024/25, 2025/26, 2026/27
- 2024/25, 2025/26, 2026/27



Year 3

Delivery Institution	Year	Date Submitted
Carlton Trail College	2024-27	4/18/2024

Program Information													
Program Status	Program ID	Program Name	Program Level	Location	On-Ramp/Off-Ramp	Partners	Delivery Method	Start Date MM/DD/YYYY	End Date MM/DD/YYYY	Total # of Contact Days	Seat Capacity	Part-time	Full-time
MAN A	ALB 12 Online	Level 4	Online	Online	On-Ramp	None	Online	10/1/2024	5/31/2025	260	36	0	36
	ALB 12	Level 4	Online	Online	On-Ramp	None	Online	10/1/2024	5/31/2025	260	36	0	36
	ALB 12	Level 4	Online	Online	On-Ramp	None	Online	10/1/2024	5/31/2025	260	36	0	36
	ALB 12	Level 4	Online	Online	On-Ramp	None	Online	10/1/2024	5/31/2025	260	36	0	36
	ALB 12/2	Level 4	Online	Online	On-Ramp	None	Online	10/1/2024	5/31/2025	260	36	0	36
	ALB 12/2	Level 4	Online	Online	On-Ramp	None	Online	10/1/2024	5/31/2025	260	36	0	36
	ALB 12/2	Level 4	Online	Online	On-Ramp	None	Online	10/1/2024	5/31/2025	260	36	0	36
	ALB 12/2	Level 4	Online	Online	On-Ramp	None	Online	10/1/2024	5/31/2025	260	36	0	36
	ALB 12/2	Level 4	Online	Online	On-Ramp	None	Online	10/1/2024	5/31/2025	260	36	0	36
	ALB 12/2	Level 4	Online	Online	On-Ramp	None	Online	10/1/2024	5/31/2025	260	36	0	36
MAN B	ALB 12/2	Level 4	Online	Online	On-Ramp	None	Online	10/1/2024	5/31/2025	260	36	0	36
	ALB 12/2	Level 4	Online	Online	On-Ramp	None	Online	10/1/2024	5/31/2025	260	36	0	36
	ALB 12/2	Level 4	Online	Online	On-Ramp	None	Online	10/1/2024	5/31/2025	260	36	0	36
	ALB 12/2	Level 4	Online	Online	On-Ramp	None	Online	10/1/2024	5/31/2025	260	36	0	36
	ALB 12/2	Level 4	Online	Online	On-Ramp	None	Online	10/1/2024	5/31/2025	260	36	0	36
	ALB 12/2	Level 4	Online	Online	On-Ramp	None	Online	10/1/2024	5/31/2025	260	36	0	36
	ALB 12/2	Level 4	Online	Online	On-Ramp	None	Online	10/1/2024	5/31/2025	260	36	0	36
	ALB 12/2	Level 4	Online	Online	On-Ramp	None	Online	10/1/2024	5/31/2025	260	36	0	36
	ALB 12/2	Level 4	Online	Online	On-Ramp	None	Online	10/1/2024	5/31/2025	260	36	0	36
	ALB 12/2	Level 4	Online	Online	On-Ramp	None	Online	10/1/2024	5/31/2025	260	36	0	36
TOTAL													
MAN C													
TOTAL													

APPENDIX D

English Language Training Program Plan



ESL Financial Overview			
Program Reserves (as of June 30, 2024)	Budget Allocation 2024-25	Projected 2024-25 Expenditures	Projected Carry Forward 2025-26
\$112,180.00	\$62,000.00	\$135,050.00	\$39,130.00

Delivery Institution (Dropdown Menu)	Year (Dropdown Menu)	Date Submitted MM/DD/YYYY
Carlton Trail College	2024-25	4/18/2024

Program Information																	
Program Status (Dropdown Menu Selection)	Session ID	Program Name	Program Type (Dropdown Menu Selection)	Location (Dropdown Menu Selection)	Partner	Delivery Method (Dropdown Menu Selection)	Start Date MM/DD/YYYY	End Date MM/DD/YYYY	Total # of learner hours	Seats Per Class (ICT Capacity)	Seats Per Class (IRCC Capacity)	Total Class Seats (ICT+IRCC)	ICT Funding (Only include ICT language funding)	IRCC Funding	Other Funding	Total	Cost per seat
	495633	Provincial Online Model 1 LINC/ Stage 1-2	1. PBLA		LARC - IWS-	Online	9/9/2024	5/19/2025	192	5	10	15	50	\$31,610		\$31,610	\$2,107
	495632	Provincial Online Model 2 LINC/ Stage 1-2	1. PBLA		LARC - IWS-	Online	9/9/2024	5/19/2024	192	5	10	15	50	\$31,610		\$31,610	\$2,107
	495626	Regional Online LINC/ Stage 1-2	1. PBLA			Online	9/10/2024	5/20/2025	192	4	8	12	\$18,550	\$31,910		\$50,460	\$4,205
	495621	Regional Online LINC 2/Stage 1-2	1. PBLA			Online	9/10/2024	5/20/2025	126	4	8	12	\$13,500	\$20,740		\$34,240	\$2,853
	495570	Humboldt LINC Stage 1-2	1. PBLA	Humboldt		Classroom	9/9/2024	5/19/2025	192	4	8	12	\$18,500	\$31,910		\$50,410	\$4,201
	495623	Humboldt LINC Blended Stage 1-2	1. PBLA	Humboldt		Combination (Classroom and distance learning)	9/10/2024	5/20/2025	192	3	7	10	\$18,500	\$31,910		\$50,410	\$5,041
	495617	Humboldt Drop in Conversation Circle	6. Other	Humboldt		Classroom	9/13/2024	5/23/2025	96	3	7	10	\$10,000	\$15,800		\$25,800	\$2,580
	495614	Wynyard Drop in Conversation Circle	6. Other			Classroom	9/12/2024	5/22/2025	90	3	7	10	\$9,500	\$14,820		\$24,320	\$2,432
	495613	Imperial Drop in Conversation Circle	6. Other			Classroom	9/13/2024	5/23/2025	99	2	6	8	\$10,000	\$16,300		\$26,300	\$3,288
	495604	Raymore Drop in Conversation Circle	5. Tutoring			Classroom	9/15/2024	5/25/2025	63	2	6	8	\$7,000	\$10,370		\$17,370	\$2,171
	495607	Lairigan Tutor	5. Tutoring			Classroom	9/10/2024	5/20/2025	96	1	3	4	\$10,000	\$15,800		\$25,800	\$6,450
	495600	Davidson Tutor	5. Tutoring			Classroom	9/15/2024	5/25/2025	96	1	3	4	\$10,000	\$15,800		\$25,800	\$6,450
	495597	Drake Meats At Work English	2. English for Employment		Drake Meats	Classroom	9/15/2024		36	3	7	10	\$5,000	\$5,930		\$10,930	\$1,093
	495594	English for Employment	2. English for Employment			Classroom			30	4	8	12	\$4,500	\$4,940		\$9,440	\$787
Total:									142	98	44	142	\$135,050	\$279,450	\$0	\$414,500	

LOCATIONS

HUMBOLDT CAMPUS

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

WATROUS CAMPUS

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

WYNYARD CAMPUS

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

PUNNICHY - FOUR WINDS LEARNING CENTRE

406 Main Street
Box190, Punnichy, SK
S0A 3C0
Tel: (306) 835-4000



CarltonTrailCollege.com

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TOLL FREE: 1-800-667-2623