



**NORTHLANDS COLLEGE
BUSINESS PLAN
2017-2020**

April 30, 2017

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INTRODUCTION

This Business Plan lays out our vision for the next three years and beyond.

We will continue to strive to meet the education and training needs of the people of Northern Saskatchewan, but all within the fiscal realities of the day. Although we would always like to see more money invested into Saskatchewan colleges, we recognize that these are fiscally trying times, and we will manage within the overall allocation of funding to the college. However, this can only happen if colleges are given the latitude to allocate resources as they see fit to meet the needs of their region. This is severely hampered if tight restrictions (especially those that do not take into consideration the unique challenges of the north) are placed on funding.

We recognize the importance of partnerships in the development, selection and delivery of programming, and we will continue to expand the list of partners that we work with. We strive to have the programs we deliver meet the needs of northern industry so that we can ensure that training leads to employment. We also recognize that we live in a global economy and we are not relying totally upon traditional northern employers to help us alleviate the inordinately high unemployment crisis in the region. We are training our students to be successful wherever in the province, country or world they choose to go to work. We are also well aware of the barriers that limit the potential of our students, specifically the demand for Adult Basic Education in the region, and the importance this plays in the overall success of the “learning to earning” strategy.

We see our college as a place where people want to “come to”, “work for” and “share in” making our vision a reality. Most importantly, we see, and feel, the attitude and confidence of the people of the north becoming stronger every day. Things **are** continuing to improve. There is a renewed sense of optimism, confidence and empowerment and Northlands College is helping lead the change.

Kelvin (Toby) Greschner
President & CEO

EXECUTIVE SUMMARY

- Work within a balanced budget.
- Adhere to the 5% reduction in operating grant funding.
- Support the Saskatchewan Plan for Growth
- Implement a comprehensive planning process based on labour market data.
- Continue to grow and refine our Indigenization Strategy.
- Meet the challenge of delivering increased university program offerings, specifically the Bachelor of Education program.
- Develop a graduate follow up process to better transition students to jobs.
- Continue to develop the Northlands College Mine School into a world training leader in that sector, but also diverse enough to train for employment in related sectors as well.
- Pursue the development of a health related training and facility plan to improve the overall health of northern residents.
- Further develop the Adult Basic Education structure to improve success and meet the growing demand.
- Continue to expand technology and trades related programs, paying particular attention to ensure training leads to employment.
- Pursue a representative workforce, implement a succession plan, and become one of Saskatchewan's top 100 employers.
- Develop a robust marketing and recruitment strategy.
- Implement a state of the art IT plan.
- Continue to seek out funding and improve our facilities.
- Achieve all of these objectives in a sustainable and fiscally responsible way.

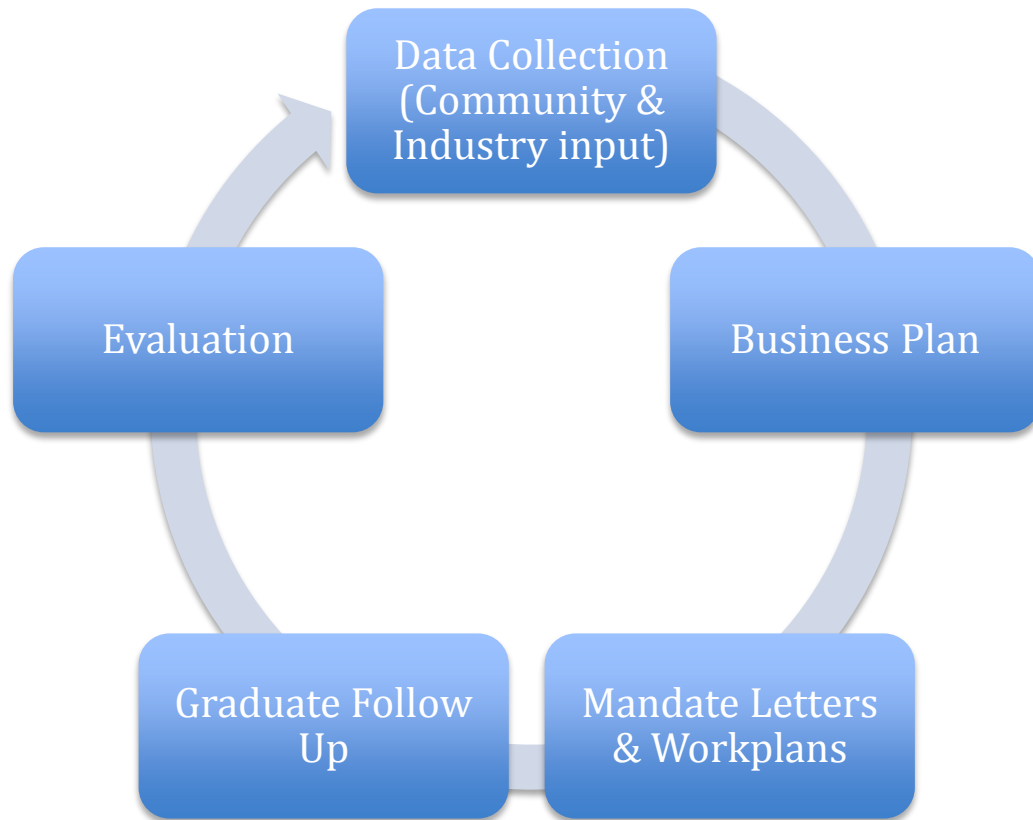
THE PLANNING CYCLE

Although Northlands College embraces the three-year planning cycle implemented by the Ministry, the ever changing, rapidly evolving “economic reality” of the region and the world for that matter, can make this extremely challenging, being well planned enough to meet long term objectives, but yet stay nimble enough to deal with rapid changes in the economy. We can do it; however, in order to do so, we hope that colleges will be given more latitude in the utilization of both administrative and program funding to better meet the unique needs of the region we serve, as well as to be able to do so in a much more efficient manner.

Good planning requires good data. To acquire the data we need to plan effectively, we will work closely with the Northern Industry Education Council that the Keewatin Career Development Corporation is developing. We anticipate the reintroduction of the Northern Regional Training Needs Assessment Report. This document, which was discontinued in 2012, was for more than decade an extremely valuable resource that collected data on many aspects of northern Saskatchewan life, including things such as education levels, health statistics, economic activity and most importantly labour market activity and projections. We have learned that during the period when the document was not produced, the data available was far too broad and not only did not provide the specific Northern Saskatchewan information we required, but also did not provide the “community by community” detail required to do effective planning. In addition, just as we need good data to plan program offerings, we also need good data to determine if our programs are successful, beyond course completion. To that end, we will be implementing a graduating tracking process, and in partnership with other institutions, this process could evolve into a job placement service as well.

Good planning also requires good communication, both in seeking information from our communities, and more importantly ensuring that communities have the information they need to make informed decisions. We will continue to visit with communities to seek input and direction, and once we have the Northern Saskatchewan Regional Training Needs Assessment Report on hand, we will use the opportunity to provide much needed information to community leaders. We believe that through this improved process requests for programming from communities will align more closely with industry needs and ultimately lead to greater employment.

The Planning Cycle



STRATEGIC PLAN

Northlands College recently completed a rebuilding process. A key component of the rebuilding process was to adhere to the principles of simplicity and clarity. Our Strategic Plan was revised to follow these principles, and it is believed that in so doing the Plan will become a useful tool for all staff to utilize as we work together on common goals.

Unlike most other colleges, Northlands College has always been more than just an institution of teaching and learning. As the legislatively mandated deliverer of post-secondary education in northern Saskatchewan, and the only educational institution whose geographical boundaries include the entire Northern Administrative District, Northlands College is looked to as an agent of social change for the region and its people. We accept this role, and welcome the challenges that this role presents. We accept the role because for the board and staff of Northlands College, northern Saskatchewan is our home. We see, and experience, on a daily basis the challenges that people face in the region. We also see, and experience, on a daily basis, the positive effect that Northlands College is having on the lives of people in our communities. This is what drives all of us. This is why our vision is broader than that which you expect from a typical college. Our vision goes beyond education and training and joins with the common vision that all of us in the north possess, it is a vision that focuses on quality of life and the success of all individuals. It is simplistic in words, but powerful in its scope and meaning.

Our plan integrates well with the *Saskatchewan Plan for Growth: Vision 2020 and Beyond*. Specifically our plan supports the following goals and activities identified in the *Plan for Growth*

- Educating, training and developing a skilled workforce.
- 60,000 more people working in Saskatchewan by 2020.
- Reduce the difference in graduation rates between Aboriginal and non-Aboriginal students by 50% by 2020.
- Lead the country in Grade 12 graduation rates by 2020
- Eliminate the current wait list for ABE
- Align programs provided by Saskatchewan's training institutes and workforce readiness activities to the current and future needs of employers in the province.
- Increase First Nation & Metis Employment.

Vision:

We see a region where everyone is inspired and encouraged to dream, learn and succeed.

In order to achieve this vision, one that is common to us all, we at Northlands College have made it our mission to do our part.

Mission:

We strive to make Northlands College a place that provides diverse education and training, in a safe welcoming place, free of barriers, and full of opportunities.

As we work through our Mission towards achieving our Vision, we will be guided by four core values.

Core Values:

1. *Excellence: We will strive to offer quality programming that is as good as or better than anywhere else in the country.*
2. *Innovation: We will aim to ensure that our students are exposed to the latest technology and we will utilize technology and non-traditional methodologies to improve the quality and diversity of instruction.*
3. *Sustainability: Everything we do will be with an eye towards the future, whether that be financial sustainability, environmental sustainability, or sustaining our workforce*
4. *Respect: All that we do must have at its very basic premise that we respect each other and treat each other fairly and with dignity, whether as individuals, cultural groups, communities or institutions.*

Strategic Priorities and Goals

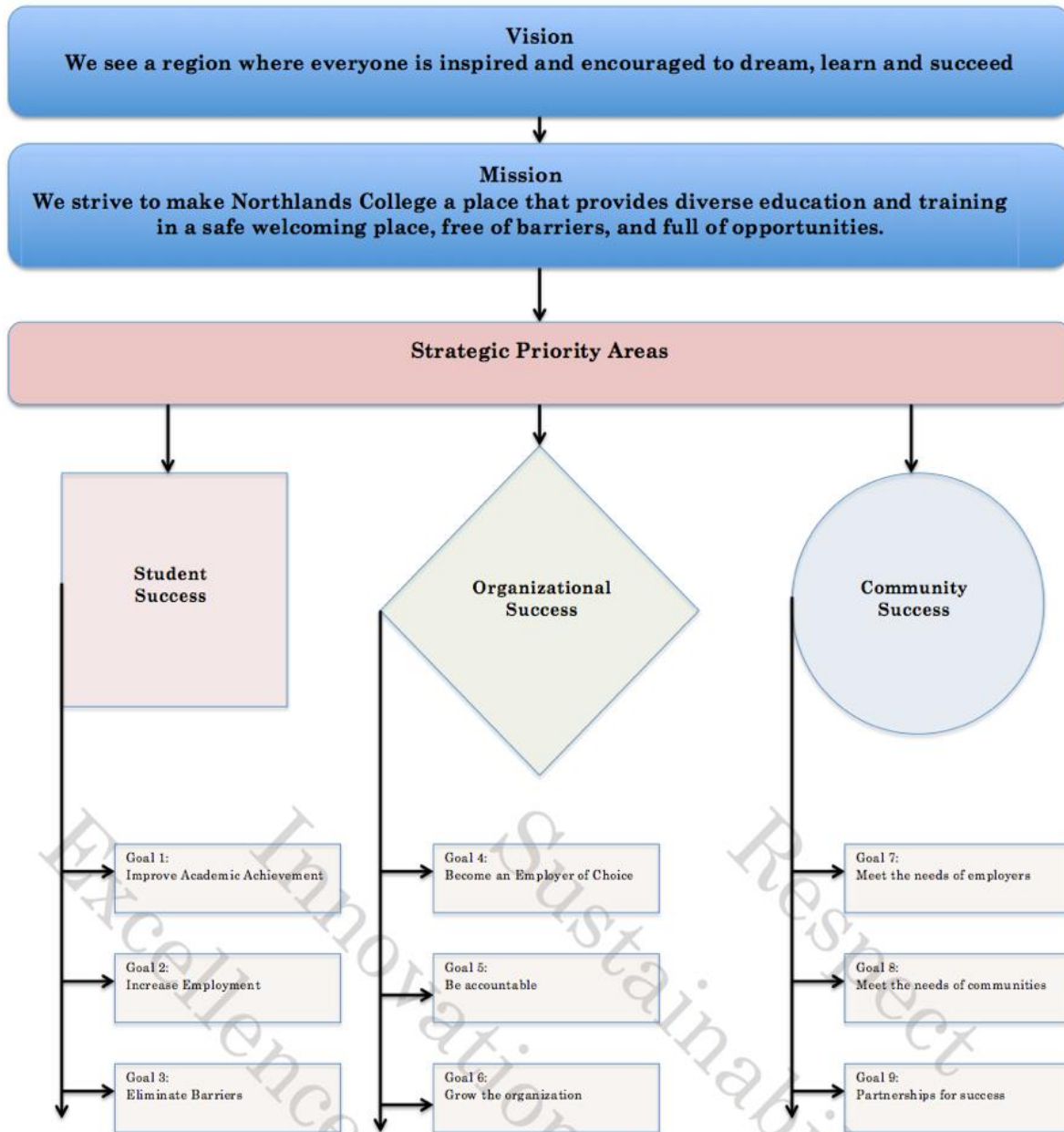
We have identified three broad strategic priority areas and corresponding Goals and Measures in each of these areas. The three strategic priority areas are; Student success, Organizational Success and Community Success.

Strategic Priority # 1: Student Success		
		Measure
Goal 1	Improve Academic Achievement	number of students successfully completing
Goal 2	Increase Employability	number of graduates entering the workforce
Goal 3	Eliminate Barriers	number of students attending who previously were unable due to barriers

Strategic Priority # 2: Organizational Success		
		Measure
Goal 4	Become an Employer of Choice	- become one of Saskatchewan's top 100 employers - number of people applying for employment at the college
Goal 5	Be accountable	- reduction in administrative costs in relation to program costs - increased information to the public
Goal 6	Grow the Institution	- number and breadth of program offerings - qualitative data on student, staff and community satisfaction

Strategic Priority # 3: Community Success		
		Measure
Goal 7	Meet the Needs of Employers	- number of northerners employed in the region - less reliance on skilled workers from outside the region
Goal 8	Meet the Needs of Communities	- number of programs integrated with community development projects - increased employment levels in communities
Goal 9	Education and Training Partnerships	number of partnerships with industry, other educational institutions or funding agencies

Strategic Plan



NEW INITIATIVES

On March 15, 2017, the Minister of Advanced Education announced that funding previously provided to the Nortep Council Inc. for the delivery of university programming in the north would be transferred to Northlands College. Northlands College accepts the challenges and embraces the opportunities that this presents. Our intention is to consolidate the administration of all university programming and redirect all savings from this consolidation into broadening the total array of university course offerings in the north as well as the locations that students can take them. Given that this change in funding was announced late in the academic year, many of the changes to the program will come into effect in the 2018-2019 program year. For this coming fall, programming will remain as consistent as possible to minimize the transitional effect on students. The expansion of university programming at Northlands College will be the central focus of our college over the next few years.

The Northlands College Mine School officially was founded in July 2014, and the Grand Opening was held in the spring of 2017. Its evolution and development will continue for a number of years. We recognize the importance that partnerships will play in the development, funding and success of the School. Existing partners like Cameco, Areva, MTM Mining and Atlas Copco, will play a significant role, however, we are also exploring other potential industry, education and employment partners. We envision the Mine School to be more than simply a training institute; we see it as a vehicle for economic and social improvements for the people of northern Saskatchewan. With the cyclical downturn in the mining sector in mind, once again this year we have broadened the program offerings at the Mine School to train students not only for the mines, but also for many related occupations in other sectors such as highways, environmental assessment and protection and municipal infrastructure.

This year we will lay the groundwork for offering a Broadcast Media course in the fall of 2018. This is an identified need in region; however, a training plan proposed for last year was put on hold due to financial restraint. Nearly every community in the north has a local radio station and local TV station. There is tremendous potential for employment at these local stations as well as Missinipi Broadcasting Corporation (MBC), Aboriginal Peoples Television Network and other TV and Radio Stations throughout the province. We plan on partnering with MBC on the delivery of the program.

The Introductory Line Technician Program, which was piloted in 2015, and offered again in 2016 was extremely successful and has become a mainstay of our program offerings. All students that wanted to, were able to find

employment almost immediately. Six will be employed directly with SaskPower. We see the success of this program potentially opening doors to other partnerships with crown corporations, government agencies and industry. For the first time, SaskPower is permitting the testing normally done at its training facility in Weyburn, to be done somewhere else in the province, in La Ronge. Demand for skilled workers in this area is great, and we see the significant employment potential. It is believed that success in this field could link to similar training projects in telecommunications, energy, highways and infrastructure.

As part of an overall push with respect to health related training offerings, we are inching ever closer to the delivery of a Dental Therapist program as well as a Dental Assistant program in future years. Our partner, the Northern Inter-Tribal Health Authority (NITHA) has lead the submission of a proposal to the federal government for the funding of this training. We are in the final stages of the process and are hopeful the application is successful. Demand for skilled workers in this field is extremely high, particularly in Northern Saskatchewan. An added benefit of these types of programs is that many northern Saskatchewan people, primarily children, would have ready access to dental care as part of the training process. There would be significant long-term health benefits to the people of the North.

The Dental piece is only one component of an overall Health Training Strategy that we are proposing to develop over the coming years. The local health region is in the process of planning an 80 bed long-term care facility. The Lac La Ronge Indian Band is planning the development of a mental health and addictions wellness center. Further, the demand for health professional across the North, especially mental health and addictions workers is great. Our goal is to see a future where the majority of these jobs are filled with well educated and highly skilled northern people.

PROGRAMMING

Northlands College classifies its program offerings in four categories: Adult Basic Education (ABE); Trades & Technical Training; Mining; and University. Within the Technical & Trades Training category are the two sub-categories of Workforce Attachment and Traditional Economies.

Adult Basic Education

Adult Basic Education continues to be one of the biggest challenges that Northern Saskatchewan faces. Education levels are well below the provincial average, and in some communities, are some of the lowest in the country. We continue to address these challenges at Northlands College, by breaking down barriers that hinder success. The student bussing system that was introduced to the La Ronge area has had a very positive impact on student attendance, in fact, some students would not be able to attend at all without this vital transportation link. We have continued to partner with daycares in the region to address some of our student's childcare needs, and we continue to explore options to deal with student housing. These are all significant challenges, but we are committed to continue to work on them.

Northlands College has wide range of course offerings at the Adult Basic Education level for 2017-18. Our intent is that every student is given an opportunity to access the courses they need to pursue their career goals. This is important since the majority of our Adult 12 graduates are pursuing post-secondary education or training upon graduation (over 90%). At the Adult 12 level, all senior Mathematics and Science courses, English and options in the Social Sciences will be offered. We continue to remain up to date with curriculum renewal, and we remain committed to offering the new 20 level Environmental, Health and Physical Science courses.

Due to logistics, full senior matriculation (Adult 12) is only offered in our three campus locations. However, Northlands College will continue to make on-line educational opportunities available to students. In partnership with the Northern Lights School Division, students have access to an entire compliment of online courses. Further, although we can no longer offer a GED prep course as directed by the Ministry of the Economy, we continue to support the General Equivalency Diploma (GED) program and now have a mobile GED Testing Lab in place. Finally, students from outside the three campus centers are encouraged to attend programs away from their home communities. Northlands College provides accommodations and other student supports to help ensure success.

Northlands College made a shift with respect to Adult 10 programming in 2015-16. The Adult 10 program is now a semesterized credit-based program that is fully aligned with the Adult 12 Program. This change has been very well received by students and staff alike. The change has allowed us to utilize our teaching staff more efficiently, in that instructors now teach in their areas of specialty at all grade program levels. This approach has given us the opportunity to have a new student intake opportunity at the Adult 10 level between semesters. Northlands College continues to see high demand for Adult 10 programming, this switch will allow us to better respond to this need.

A further change with respect to the scheduling of ABE courses will be implemented this fall. Beginning in the fall of 2017, ABE semesters will now synchronize with the university semester. First semester will now end prior to the Christmas break and second semester will end prior to the end of May. This change was done in part to meet the directive of the Ministry with respect to ABE programming concluding by the end of May, but more importantly it is of added value to students. Now, those students who need to upgrade a class or two before pursuing a post-secondary program can do so in the first semester and potentially enter into their program of choice in January as opposed to waiting until the following fall.

As a post-secondary institute in the North, we remain cognizant of the large geographic area we serve and as such are reminded of the demands on our financial resources. In addition to the Adult Basic Education allocation and ABE on-reserve budget allocation, Northlands College remains optimistic in our ability to leverage these resources into more programs through partnerships. Historically these partners include: Lac La Ronge Indian Band, Woodland Cree Enterprises Inc., Hatchet Lake Denesuline First Nation, Ile-a-la-Crosse School Division and the Northern Lights School Division. We will be looking to grow this list of partners going forward.

Northlands College's ABE program made the successful transition to a semester-based approach to timetabling at all three campuses a few years ago. This combined with the shift in our Adult 10 program to a credit system, makes our ABE program very similar to a high school delivery model. Our ABE set-up is such that we can be very accommodating to all student ABE needs, whether it be the student who wants to go directly into Adult 12 or one who has the time to achieve the goal of high school graduation through the traditional approach of levels 10, 20, and 30 courses. We feel that these changes to our system will improve student success while at the same time incorporating a more cost effective delivery model.

To address the needs of learners below a grade 10 level, we offer a number of Adult Essential Skills programs in various communities across the region

University Programs

Northlands College university programming is projected for growth in 2017-18. With the addition of Bachelor of Education Degree offering this year, we will offer six full university degrees, three certificates, and two diplomas that can be completed entirely in the north at four Northlands College locations in La Ronge, Buffalo Narrows, Creighton, and Ile-a-la-Crosse. Our long standing partnerships with the University of Saskatchewan (U of S) and the University of Regina (U of R) provide a positive impact on Saskatchewan's northern education offerings. We have a broad cross-section of university program opportunities for students to access a variety of career paths. Our proven model of student support continues to play the key role to success for northern Saskatchewan university students.

The University of Saskatchewan and University of Regina are our key partners in offering university courses and programs. Northlands College accepts new students to our four university sites each fall. In 2018-19 our programs will include Bachelor of Science in Nursing, Bachelor of Arts in Northern Studies with an advanced emphasis in either Aboriginal Public Administration or Environmental Impact Assessment, Bachelor of Arts in Sociology, Bachelor of Social Work, Pre-Professional University Studies, Business Administration Diploma, Liberal Arts Certificate and Diploma, Local Government Authority Certificate, and Public Relations Certificate. In addition, we will be offering a degree completion option for students who have begun a Bachelor of Arts in Indigenous Studies and a Bachelor of Education degree. Details are continuing to be worked out on the delivery of the Bachelor of Education degree, however, it is anticipated that for this coming fall students who may previously have been in the NORTEP/NORPAC program will see very little change. Over the coming years however, we will be working towards a more integrated approach with all other university course offerings and will be focusing on developing more options for students to specialize in secondary education as well as math and science. We will try to align our program offerings with the labour market needs of the region. We know that support leads to success. Without significant on-site support, students would experience great difficulty with university processes to apply, select, and register in courses. Many students studying in a distance-learning environment would not succeed without our instructor aides and university

support staff. Northlands College's support system has proven to be a model of success for northern Saskatchewan.

In fall 2017, Northlands College will continue to offer the 12-week workshop series "SOS: Surviving Off-Campus Studies" through the provincial LIVE network. Partners in this project are the universities, the LIVE network, and the Ministry of Education. In winter 2018, we will also continue offering "So I'm Graduating...Now What?!" another 12-week program designed to help students make a successful transition from the classroom to the workforce. Among other topics, students learn about resume writing, the job hunt, interview skills, how to keep a job once they have it, their online reputation, and their rights as an employee. These two courses are offered to the entire province and have been funded from the Northern Studies program funds we receive annually from the provincial government.



UNIVERSITY
PROPOSED PROGRAM OFFERINGS & LOCATIONS
2017-18
(Draft 1.2 – Not for Distribution)

Degree Diploma Accrediting Institution	Bachelor of Education U of S or U of R	Bachelor of Science, Nursing U of S	Bachelor of Social Work U of R	Bachelor of Arts (General) U of S	Bachelor of Commerce Business Admin Diploma (2yr) U of R	Various Engineering & Science Degrees (PRES Program) U of S
Year 4	Proposed	Current	Current	Current	Current	New Fall 2017
Year 3	La Ronge (face to face instruction)	La Ronge Ile-a-la-Crosse (face to face & VC)	La Ronge Buffalo Narrows Creighton Ile-a-la-Crosse La Loche (Fall 2018) (face to face & VC)	La Ronge Buffalo Narrows Creighton Ile-a-la-Crosse La Loche (Fall 2018) (face to face & VC)	Students could go to Regina for years 3 & 4 to complete Bachelor of Commerce	Students could go Saskatoon for years 2, 3 & 4 of specialized engineering and science degrees
Year 2						
Year 1	La Ronge Buffalo Narrows (face to face & VC)				La Ronge Buffalo Narrows Creighton Ile-a-la-Crosse (face to face & VC)	La Ronge Buffalo Narrows Creighton Ile-a-la-Crosse (face to face & VC)

Notes:

1. Full Bachelor of Education Degree would be offered in La Ronge with continued face to face instruction in years 2, 3, & 4. Year 1 of the program would now be offered in Buffalo Narrows as well via face to face or high definition video conference depending on class size and instructor availability. Residence facility is available to students attending Buffalo Narrows campus.
2. La Loche would be added as a university site in the fall of 2018 for B.Sw and B.A General initially, expanding to other programs as demand warrants.
3. Other university sites in Northern communities would be added as connectivity permits. Communities with high populations (Pelican Narrows, Sandy Bay, etc) or extreme remote locations (Fond du Lac, etc.) would be prioritized.

Technical and Trades Training

Northlands College continues to offer a wide variety of technical and trades related programming, and we are further refining “where” and “when” the programs are offered. After reviewing our past practices it became evident that there was a correlation between the two issues of “where” and “when” and the success of a program. First; programs that are located outside of one of the three campus locations are much more costly per student to offer; are very difficult to staff since instructors are not willing to relocate to isolated communities; and student enrollment is generally smaller, absenteeism higher, and success lower. Second; programs that have start dates different from the traditional academic start date of September are far less likely to attract students due to the procedures that student funding agencies follow. The majority of agencies allocate student supports in the fall. Students looking to start a program at other times during the year usually find that their funding agencies have already allocated all funding for the year. Finally, we are also finding that students benefit from, and are more likely to succeed in a campus setting since more student supports are available, and the “campus culture” also improves chances of success and exposes students to other educational opportunities. This is not to say that we will not offer programs outside the three campuses, however, we will examine the variables much more closely before committing. Our goal is to provide the best possible educational experience for students having the best chance of success.

The three-year planning cycle has been adopted. We have moved away from the duplication of program offerings (ie: the same program in two different locations at the same time), which usually resulted in small class sizes. Rather, we are relocating students to the campus that offers the program. This has worked well, and has alleviated the dilemma of underutilized student residences in Buffalo Narrows and Creighton.

For the 2017-2018 academic year, the Buffalo Narrows campus will specialize in automotive, welding and commercial cooking programs, taking advantage of the teacher expertise, equipment and facilities that exists at that location. The La Ronge Campus will focus on carpentry, plumbing, power engineering, early childhood education, licensed practical nursing, primary care paramedic and continuing care aides. This is the second year of our two-year cyclical delivery option to deliver the primary care paramedic program and it has opened a new area of health entry training for the north. These core programs are primarily all funded through the Skills Training Allocation of \$2.0M

Additionally, Northlands College receives funding under the budget line of Northern Skills Training (NST) designated for uniquely Northern workforce and emergent industry training needs. Considerable NST resources this year will be invested in training in the far North with the continued development of the Tazi Twe hydro-electric project near Black Lake. There will be a large need for locally trained workers during the construction phase as well as specialized workers for the final ongoing operational phase. Northlands has invested in training for general construction workers and has now elevated the training level with specific workforce needs-based programs such as industrial mechanic working in training partnership with the Prince Albert Grand Council. The Tazi Twe project is a significant long term economic development project that will provide long term opportunity and employment options for the people of the Athabasca region.

Northlands College will also be using NST resources this year to complete a pilot program that is presently running in the community of La Loche – Pre-Tri-Trades. The initial overall intent of this program was to target young adults who were unsuccessful in the regular K-12 system and provide them with workforce trades training and basic education targeting the prerequisite requirements for the Tri-Trades program. This up-coming academic year the student will be taking the certified Saskatchewan Polytechnic's Tri-Trades Program. It is hoped that this process will engage students and allow them the opportunity to successfully complete both programs and be ready for employment at the end. If successful, we would consider offering this program in other northern communities.

The Introductory Line Technician Program was developed by Northlands College with the support of SaskPower and will be offered again this fall, and funded through NST. Demand for skilled workers in this field is very high as a number of large projects are in place to build and replace the aging electricity delivery network in this province and others. Students who complete our program can transition directly to employment and become indentured into this trade. The confidence and support for our trainees by industry has been evident by the amount of in-kind program support they have provided for the program's operation. This upcoming summer SaskPower is hiring five of our trainees as new recruits. One of the trainees is female and she has shown that this industry is open to recruits that are determined to be successful in a non-traditional area.

Workforce Attachment

We will continue to offer workforce attachment programming throughout the north during the coming year. These programs vary, and are done with partnerships with local communities and First Nations, and are driven by

local community demand. For every one dollar invested by us, two dollars are generated by local communities. Programs are short, provide immediate quick skill training and are usually tied directly to employment. Clientele are those people who are just entering the workforce, and likely would not be entering the workforce at all if it were not for this type of program. In this coming year, we already have a number of requests for fire fighter training. We fund this program from the Northern Skills Training allocation. Many of the communities are demanding that drug testing is a part of the selection criteria because they want the dollars that they invest to result in a positive workforce entry. Workforce attachment projects are an important and positive community support and it provides quick skillset development programming for the people in many of our communities that are not mobile.

Traditional Economies

Although not as significant as it once was, traditional economies still do provide employment for northern people, and skill training in this area is still required. This includes training such as firearm safety, ethical trapping practices and forest harvesting techniques (mushrooms, berries etc). Offerings are demand driven and assessed as received. We utilize funding from the Northern Skills Training allocation for this as well.

Northlands College Mine School

The creation of the Mine School in 2014, not only recognizes the significant role that mining plays in the northern economy, but it also recognizes the importance that Northlands College has played, and continues to play, in providing training for jobs in the mineral sector. Northlands College has provided mine training for more than 20 years. The formation of the Mine School brings together existing programs, adds new ones, and utilizes the latest technology to provide training as good as anywhere in the world. With the broad span of skills required for mining we want to ensure we are meeting industry needs and that our training leads to employment. We also want to continuously review and maintain our existing programs so that they are up to date and align as much as possible with what would be encountered in the workplace.

The majority of programs offered at the mine school are funded from the Northern Skills Training budget allocation.

The Mine Engineering Technician Program (2-year diploma) is a flagship for the Mine School and is accredited by the Haileybury School of Mines in

Ontario which is recognized worldwide. In the fall of 2017 we plan on having an intake of 12 students.

With feedback from industry, we began offering 3 programs in the fall of 2016 and will continue to offer these in 2017 and into the foreseeable future. The first program is Power Engineering Technician. This is a certificate program (1 year) and is accredited by Saskatchewan Polytechnic. Students will be able to challenge the Interprovincial 4th Class exams. A shortage of certified technicians means job opportunities have never been better.

The second new program for the Mine School is Industrial Mechanics (applied certificate). Industrial Mechanics are known by other trade names (ie: maintenance mechanics, millwrights or machine repairmen). This program is accredited by Saskatchewan Polytechnic.

The third new program for the Mine School is Civil Technician. This is a certificate (1 year) program that is accredited by SaskPolytechnic. With an increasing demand for people to conduct materials, soil and asphalt testing and to build and maintain the roadways, transportation systems, municipal services and other facilities that we use every day, a civil tech graduate will be in high demand.

Additional programs being looked at to add to the program offerings for the Mine School in fall 2018 are an Environmental Science diploma and an Exploration certificate.

There continues to be high demand by students for the Underground Miner Program. This program is offered in partnership with Cameco Corporation and MTM Mining and is delivered mainly at the mine site in Rabbit Lake as well as a classroom component at the Mine School. However, with the closure of Rabbit Lake mine site and the slow-down in industry, this program will not run until industry demands increase.

The Diamond Drill Helper program will be delivered as requested provided there is demand from industry for workers. Given the length of the program and challenges in moving the diamond drill, a maximum of three intakes per year is all that is possible.

The Mine Equipment Simulator Training Program has been built into programs being offered at the Mine School. This program was developed with input from industry and in partnership with Atlas Copco. There will be continuous intake throughout this program with the target student group being existing industry employees. The program can be tailored to meet the needs of industry and student.

Not only do we utilize the Simulators in all the courses, we also have a state of the art computer lab, survey equipment and newly purchased ventilation equipment. These are items that are integrated into all the programs.

We have put into place a graduate follow up model to track Mine School graduates. We want to help the students as much as possible to gain employment, so a key aspect of this model is our industry connections. As our students graduate we compile lists of jobs available and forward resumes to prospective employers. The initial results of this model have been very good. We will further refine the model, and when ready, apply it to other technical and trades training graduates.

HUMAN RESOURCES

The organizational structure of Northlands College went through a significant change on July 1, 2014. These changes continue to be implemented, modified and fine-tuned. With the addition of the increased university program offering as a result of the Nortep Council funding being transferred to Northlands College, we will likely see some organizational restructuring to accommodate this. Since we were only advised of this change in mid-March, and since there have been many challenges, and continue to be many challenges yet to be resolved, we are not sure yet what the organizational restructure will look like, nor are we sure of the staffing compliment it will require. We have included a budget amount in the business plan, but this too is still tentative.

Aside from this new university development, the overall number of non-instructional employees from last year to this year has declined by 8 FTE (a \$600K saving). This was managed mainly through attrition this past year. We anticipate, one, possibly two more employees to be let go this spring, bringing the total number of non-instructional FTE's to 60 in scope and 12 out of scope, a reduction of more than 10% over the previous year.

We continue to work towards achieving a representative workforce. At times, this can be a struggle, particularly for instructional positions that are difficult to recruit. We have exceeded our goal of 50% with respect to female employees, which currently sits at 58%. We will work towards increasing the percentage of Aboriginal employees (currently at 50%). As an educational institution, our efforts will focus on ensuring that more aboriginal people are trained and qualified for available positions. What we are finding is that aboriginal hires are lower not because aboriginal candidates are not

successful; rather, it is because not enough qualified aboriginal candidates are applying. Furthermore, given the restrictions placed on compensation for management positions, it is difficult to retain both aboriginal and non-aboriginal employees since our pay scale simply cannot compete with that of private industry or other publically funded institutions.

Northlands College will continue to work on a succession plan for all areas of our organization. All directors and managers are aware that this is a priority, and are asked to plan accordingly. At the senior management level, we will continue to recruit well educated northern people and place them in junior, or associate management roles where they can learn, be mentored and grow. We feel this is the best way for the organization to sustain itself well into the future.

Northlands College will further grow and refine our Indigenization Strategy this year. Although we are an institution located in aboriginal communities, where more than 50% of the staff, and nearly 95% of the students are First Nation or Metis we do recognize that indigenization is an ongoing process. We will work towards implementing the recommendations of the Truth and Reconciliation Commission. A committee consisting of a cross section of staff has been working on a number of initiatives for the past year and will continue to do so going forward.

MARKETING & COMMUNITY RELATIONS

In the fall of 2013, Northlands College embarked on an aggressive marketing campaign with the dual purpose of rebranding the college and creating public awareness. The strategy consisted of the adoption of a new logo, redesign of the college website, a new look to the student calendar as well as various print and radio advertisements, event sponsorships and signage and even a billboard. Data shows that the effort was well worth the investment with web traffic increasing significantly over this period and anecdotal evidence clearly showed brand recognition and public perception improved markedly across the north and the rest of the province. During this period a marketing coordinator, as well as an associate were hired to carry out this work.

The Phase II of the marketing strategy, while continuing with the public awareness component, but on a lesser scale, targeted student recruitment. A Student Recruitment Officer was hired, and given the significant increase in qualified applicants, was a very worthy investment. Statistics show that there are many potential students in the region who do not pursue post-secondary education and training opportunities. Our goal is to increase the overall number of students applying for programs. This will have a

secondary goal of better informing potential students of the requirements to be accepted into programs, thereby increasing the overall quality of applicants, and greatly increasing chances of success.

A significant challenge is to improve scholarship funding, both in “raising it” and in “getting it into the hands of students”. Northlands College has never secured enough scholarship donations to maximize our matching allocation from the province. Further, the amount of funds in our Scholarship Foundation is high, however, our process as it is, hinders the movement of dollars to students. The process will be improved during the coming year with the three-year goal of a sustainable, transparent and effective scholarship program that maximizes the province’s matching contribution.

SUSTAINABILITY MEASURES

Northlands College continues to live within its means. The three years has seen significant growth in program areas, as well as many improvements in facilities. This was all done with existing resources. We are planning for more improvement in facilities, as well as additional program growth, and we will continue to do this with existing resources. Northlands College has worked hard to achieve efficiencies within our organization and reallocated resources to growth areas. We have also worked hard to develop partnerships with industry and other third party funding sources. We believe that our current, and future, program and operational plans are sound and sustainable even during this time of fiscal restraint. However, we are also positioning ourselves so that when additional resources can once again be injected back into the provincial training system that we will be well equipped, ready, willing and able to deliver.

INFORMATION TECHNOLOGY

Significant progress has been made in the area of information technology over the past years, with considerably more work planned for the next three years. This progress can mainly be attributed to the acquisition of trained and capable staff. The IT Manager has analyzed our IT requirements well into the future, devised a comprehensive plan to implement the changes, and hired qualified staff to see it through.

Considerable investment has already been made to upgrade hardware and software for students and staff as well as improving the infrastructure. This will continue for the next three years and involves transforming the college to a single domain with standard computer images, addresses, passwords and policies.

A disaster recovery outline was created in the fall of 2014. Disaster recovery requirements were set, and the equipment, software and tools were procured in April 2015 and the plan was implemented. This has now brought us into compliance with the norms expected of an institution of our size.

The announcement of bandwidth improvements by the province in the spring of 2015 was very much appreciated and all upgrades are now in place. Although bandwidth demand continues to grow as technology improves, this increase will significantly improve program delivery and the business needs of the college. We were fortunate to have a 10-year agreement with SRNet for significantly subsidized 1Gigabite bandwidth that we utilized in conjunction with our CommunityNet allocation to allow for the distance education delivery of our university programs, specifically the Degree Nursing Program. This 10-year agreement ended in August 2016 and we continue to work with the Ministry on a replacement solution.

Construction of a Northlands College defined student database is underway. The core workflow has been defined, and an interim solution for student applications has been created. The student database will handle application and registration and with Ministry assistance, it is envisioned, that it will be fully compliant with provincial OCSM database. The goal is to have the Northlands student database update OCSM on a daily basis. The construction and integration of databases that encapsulate all aspects of student data; application, registration, attendance, marks and reporting, will be ongoing work that is expected to be complete in 2017.

FACILITIES & CAPITAL

Over the past few years, Northlands College successfully renovated two existing facilities, from storage space into numerous classrooms that promote learning in a modern and comfortable environment. This was accomplished with investments worth \$625,000 and \$500,000 from the Ministry of Advanced Education Preventative Maintenance and Renewal (PMR) fund and surplus funds at Northlands College respectively. If we can accomplish turning storage space into multiple comfortable classrooms, a state-of-the-art computer lab, a simulator training lab, and two spaces for learning the trades for \$1.1 million, imagine what could be accomplished with \$30 million for the sole purpose of educating adults from the northern half of the province of Saskatchewan!

Even with the injections received from PMR, the current capital investment in buildings and leasehold improvements owned by Northlands College is \$8.9m, before depreciation (depreciated value \$3.9m). More than 30% of the total capital investment in educational facilities owned by Northlands College is from partnerships with Western Economic Diversification (WD) (\$1.7m) and the International Mineral Innovation Institute (IMII) (\$500,000) and debt financing (\$675,000). The investment to-date in facilities for the purpose of educating adults to becoming contributors to a modern workforce in northern Saskatchewan is demonstratively less than adequate when considering the economic benefit to the whole province resulting from such an investment.

Northlands College shared the costs for rehabilitation and renovations to-date, but no longer has surplus funds available to invest in capital projects or to entice partnerships from industries who are facing economic downturns at the moment. Northlands College has accomplished a great deal with its injections from the PMR funds; and now, encourages the Ministry and its capital planners to consider the College's submission for \$30.9 million to create a facility large enough and modern enough to train students in northern Saskatchewan in space that was originally designed for the purpose of workforce education.

The opportunities for growth is seen by staff, students and the communities when they look at and learn in the facilities renovated and constructed over the past few years. We look forward to sharing the successes and positivity experienced at the grand opening scheduled in May 2017.

The following table presents what was accomplished in 2016/17.

Project Description	Priority #	Change and/or Current Activity
Strategic PMR Proposal -Technology and Trades Building	2	\$425,000 PMR Grant - Project is complete.
New Building – Mine School (Lot AA, Air Ronge)	2	\$1,750,000 from WD and IMII. The building passed inspection for use and is being used for teaching in January 2017. The two-storey walkway connecting the addition to the Mine School to the newly constructed portion is almost complete.
Addition – Mine School (Parcel M)	1B/2	\$300, 000 funded by Northlands College is almost complete except for the HVAC installation required by code in its crawl space. The Addition is currently used as a state-of-the-art computer lab, student lounge, and reception for Mine School.
Chemistry Lab – River Campus	1A	\$66,500 PMR Grant - A review of the floor plan is currently in progress. Approximately \$4,000 was spent on immediate safety requirements. Work on the facility itself is postponed until classes end in June to avoid disruption.
Structural Reinforcement – Head Office	1A	\$45,500 PMR Grant + \$250,000 in 17/18 – Received one invoice for the rental of equipment to dig under the foundation for visual inspection. Confirmation that no piles are under the building, more money will be required to remedy the problem described in the request for PMR and summarized in this Capital Plan. Strategy for leveling and the blue prints are being procured. Discussions with 4 engineering firms has ensued.

Listed in order of priority numbers provided by Capital Planning, a brief summary of PMR and Capital requests for funding.

Priority #1A – Health and safety

Structural Reinforcement (PMR Funding Requested) – Head Office (River Campus, Air Ronge) – 2-Parts Submission

Stabilizing and Leveling (Mudjacking)

Approval for Phase I of the project was received with the Budget for the 2017/18 fiscal year. As mentioned above, the first step in Phase I is to discuss the best method for leveling the building. The College's Facilities Manager is in active discussion right now with 4 engineering firms for ideas and with the end result being the blueprints that we intend to use for the request for tender we hope to post on SaskTenders before the end of June 2017. We are also looking at replacing the shorted-out heat trace that was installed several years ago with a more permanent solution that will reduce heaving in the future.

Budget year: **2017/18 - \$250,000** – The original PMR Proposal was submitted December 1, 2015 and amended March 1, 2016 and re-submitted in November 2016.

Structural Reinforcement – Head Office (River Campus, Air Ronge)

Foundation Reinforcement

Stabilizing and leveling Head Office would become a more permanent solution if the Ministry would consider investing in reinforcement of the foundation. Although Phase 1 does address the issue of the building being out of level by 4 inches end-to-end, the additional investment to reinforce the foundation would assure less shifting in the future and would maintain the integrity of Phase 1. We anticipate the Ministry may want to consider this investment to occur at the same time as the stabilizing and mudjacking of the building to reduce overall costs. Some of the funding would be used to untangle and improve the electrical inadequacy of the building as availability allows.

Budget year: **2017/18 - \$250,000** – The original PMR Proposal was submitted December 1, 2015 and amended March 1, 2016 and re-submitted in November 2016.

Priority #2 – Deficient/critical shortage of space

La Ronge Training Centre

Northlands College invites the Ministry of Advanced Education to consider the long-term and positive impact for growth potential that can benefit all residents in the northern half of Saskatchewan by investing in a training facility on the same property, already owned by the College at its La Ronge Campus location. The existing building lacked capacity, many years ago, to adequately facilitate the number of students educated in central region. Demand for education at this location is rising. Northlands College continues to encourage students to seek education at one of its alternate campuses, but recognizes that a lack of dedicated space in La Ronge is an ongoing issue.

A capital plan was submitted for an additional wing to be added to the Canoe Building for approximately \$5m. This dollar amount is not feasible for growth and would only capture some of the immediate needs.

Northern Saskatchewan's economic potential and investment has yet to begin. The population will continue to grow more quickly than the provincial average. For these reasons, preparation for future demand is high on the College's list of priorities. Saskatchewan Health and other organizations have completed needs assessments supporting this idea. There would be consideration for environmental factors and the fact that the citizenry and student population is more than 80% indigenous. We anticipate the costs to be incurred beginning with the procurement of a Project Manager who would be dedicated to the purpose of ensuring the project ran smoothly and on budget from beginning to end. The main construction would take place in 2019/20 should planning and funding align with the construction season. The final phase would be finishing and furnishing the facility in 2020/21.

Budget year: **2018/19 - \$400,000**

Budget year: **2019/20 - \$30m**

Budget year: **2020/21 - \$5m**

Priority #3 – Non-critical building repair

Renovate Heating/Cooling System – Existing Mine School and its Addition (River Campus)

Engineers confirm that the existing boilers in the original portion of the Mine School are approximately 26 years old and are running almost at capacity now. Although the Facilities Manager can meet minimum code-requirements for air movement at minimal cost, the College hoped to submit a proposal for Strategic PMR Funding to purchase larger boilers to accommodate air conditioning and other aspects of the air exchange required to provide improved comfort to staff and students in that portion of the building.

The building has four classrooms and an industrial shop used for simulator training, as well as, an office shared by instructors. The College has been using the upstairs computer lab since January 2017 and anticipates things will become very warm up there during the summer without air conditioning. This project includes fresh-air exchange and some of the rooms need heat returns and fin units as well as ductwork. Drawings and engineering to install heat recovery ventilation (HRV) units and air conditioning units have been procured. The cost for such a project comes from hiring specialists in the area of plumbing, electrical, and engineering primarily.

Budget year: **2018/19 - \$480,000**

Priority #4 – Building restoration/non-critical space shortages

Capital Construction Project Regional Training Facility - Stony Rapids

The College, in conjunction with Prince Albert Grand Council and Athabasca Economic Development Training Corporation identified the need for centralized training facilities and a student residence within the Athabasca region. The College conducted a feasibility study for the construction of a Regional Training Centre and provision of student housing using funds provided by Advanced Education, Employment and Immigration. In previous years, this project listed two options for the facility: renovation of an existing warehouse at \$4m or new construction worth approximately \$9.7m.

With an interest in efficiency and an understanding of limited resources, the College continues to list this project in its capital plan, but intends to reduce its level of priority until planning for the budget year 2021/22.

Budget year: **2019/20 – Planning phase \$250,000**

Budget year: **2020/21 – Renovation \$5m**

(in the thousands)	Priority #	2017- 2018 Budget	2018- 2019 Budget	2019- 2020 Budget	2020- 2021 Budget	2021- 2022 Budget
<i>Land Improvements:</i>						
Create Student Parking - Buffalo Narrows Student Residence	n/a		\$30			
<i>Buildings:</i>						
Head Office – Structural Reinforcement Phase 1 - Stabilizing (Mudjacking) (Initial PMR request submitted Dec 1, 2015; modified submission March 1, 2016, and again in November 2016)	1A	\$250				
Head Office - Structural Reinforcement Phase 2 – Reinforcing Foundation (Initial PMR request submitted Dec 1, 2015; modified submission March 1, 2016, and again in November 2016)	1A		\$250			
Program Centre La Ronge – New Construction	2		\$400	\$25,000	\$5,000	
Renovate Heating/Cooling System - Mine School and Addition	3		\$480			
Capital Construction, Regional Training Facility – Stony Rapids	4				\$250	\$5,000
TOTAL (in the thousands)		\$250	\$1,160	\$25,000	\$5,250	\$5,000

FINANCIAL PLAN

Part A – Projected Business Plan Financial Statements and Key Assumptions:

The projected total operating expenses for the 2017/18 and 2018/19 fiscal years have reduced significantly in anticipation of this years' budget announcement. Northlands College actively avoided filling vacancies that occurred within the past two years in, favour of implementing efficiencies and reassigning duties wherever possible. The savings from this strategy alone already exceeded the targeted reduction in costs from personnel and resulted in an annual savings of approximately 10% of the operating grant at more than \$640,000 since the budget was prepared for the 2015/16 fiscal year.

Other strategies for cost savings included revisions to the policies for professional development and mobile devices with an expectation for an annual cost reduction of \$120,000.

Northlands College prepared to revise its cost recovery policy for 2017/18 as well. The final factor allowing Northlands College to minimize its operating deficit to \$31,790 was that the Ministry approved certain aspects for recovering costs incurred for the purpose of training from programs despite the 5% operating grant reduction announced for 2017/18.

The key assumptions regarding partnerships in this budget include:

Partnership Estimates	2016/17	2017/18	2018/19
Cameco	-	-	-
College of Nursing	253,113	260,000	260,000
Mamawetan Churchill River Health Authority	250,000	250,000	250,000
Other various partners	384,085	-	-
Peter Ballantyne Cree Nation	632,677	400,000	400,000
Prince Albert Grand Council	6,000	90,000	90,000
Woodland Cree	144,747	125,000	125,000
	1,670,622	1,125,000	1,125,000

The College is in discussions with partnerships outside of the above list, with a focus on expanding training for mine-related, health, and technology and trades programming that will result in employment for its students.

Part B – Financial Impacts of the Identifiable Risks:

Northlands College successfully reduced its costs to a small operational deficit for 2017/18 and will continue to encourage efficiency throughout. The unappropriated surplus for Northlands College is now very low at approximately 3% of operating as was the target; however, there is little room for a deficit now or in the future. Another effect of meeting the requirements from the Ministry is that there is little to no working capital for the purpose of enticing partnerships in training. These risks are acknowledged by the Board and Management for Northlands College. All possible means to meet Ministry targets and maintain operations without going beyond the budget are being explored and enacted.

Northlands College already endured one of the risks identified in last year's business plan and that was a significant budget cut. Any future budget cuts would require significant restructuring and potential for job loss.

The Collective Bargaining Agreement expired in August 2016 and remains to be negotiated at the time of this business plan. The outcome from negotiations may impact the success of meeting the budget now and in the future.

Part C – Surplus Management/Deficit Management Plan:

Surplus Management

Although the Board for Northlands College has some funds appropriated for specific purposes, activity beyond what was planned for 2016/17 has been halted until some uncertainties with regards to funding and the negotiations for the Collective Bargaining Agreement can become known. There are no plans to utilizing the existing funds in 2017/18 and the intention of hopefully again at increasing the unrestricted portion of the surpluses slightly from \$101,572 to more than \$250,000 to establish some contingent funds for this time of uncertainty.

The following details the appropriated portions of the accumulated surplus at Northlands College.

- Capital Purchase Appropriation: for the replacement or purchasing of capital equipment needed.
Estimated balance June 30/17 = \$103,024
Estimated balance June 30/18 = \$103,024
Estimated balance June 30/19 = \$103,024

- Building Capital Appropriation: for the potential to purchase or improve the capital value of existing buildings.
Estimated balance June 30/17 = \$175,000
Estimated balance June 30/18 = \$175,000
Estimated balance June 30/19 = \$175,000
- Building/Equipment Maintenance Appropriation: for minor capital projects and ongoing building and equipment maintenance beyond the operational budgets.
Estimated balance June 30/17 = \$5,864
Estimated balance June 30/17 = \$5,864
Estimated balance June 30/18 = \$5,864
- Information Technology Appropriation: to set up networks, replace computer equipment and upgrade software.
Estimated balance June 30/17 = \$21,129
Estimated balance June 30/18 = \$21,129
Estimated balance June 30/19 = \$21,129
- Training and Education Appropriation: training initiatives as directed by the Board.
Estimated balance June 30/16 = \$19,659
Estimated balance June 30/17 = \$19,659
Estimated balance June 30/18 = \$19,659

Deficit Management

The Directors meet regularly to review programs and spending activities throughout Northlands College. Signing authorities are provided with monthly financial statements for review. Twice per year, the signing authorities are required to submit a signed copy of the financial information to their Director for review and signature to be filed in the accounting department for audit.

The Board for Northlands College reviews operational financial reports at each meeting in addition to an overview of programming activity. The College will provide quarterly financial reports with up-to-date information about actual spending, budgeted spending, and projected spending to the Ministry of Advanced Education to ensure it is aware of the College's progress in deficit management. The Board for Northlands College will review the same quarterly reports.

APPENDIX A

Statement 1

Northlands College Projected Statement of Financial Position as at June 30, 2018

	Forecast June 30 2019	Budget June 30 2018	Budget June 30 2017	Estimated June 30 2017	Actual June 30 2016
Financial Assets					
Cash and cash equivalents	\$ 3,454,324	\$ 3,519,653	\$2,782,565	\$ 4,106,858	\$ 3,756,490
Accounts receivable	450,000	450,000	459,100	459,100	1,424,913
Inventories for resale	-	-	-	-	-
Portfolio investments	-	-	-	-	-
Total Financial Assets	3,904,324	3,969,653	3,241,665	4,565,958	5,181,403
Liabilities					
Bank indebtedness	-	-	-	-	-
Accrued salaries and benefits	725,000	725,000	821,025	821,025	721,834
Accounts payable and accrued liabilities	750,000	750,000	750,000	750,000	908,140
Deferred revenue	-	-	-	-	43,028
Liability for employee future benefits	314,400	314,400	282,700	303,400	293,300
Long-term debt	110,386	224,254	331,598	340,385	466,849
Total Financial Assets	1,899,786	2,013,654	2,185,323	2,214,810	2,433,151
Net Financial Assets (Net Debt)	2,004,538	1,955,999	1,056,342	2,351,148	2,748,252
Non-Financial Assets					
Tangible capital assets	4,420,866	4,839,873	4,870,502	5,135,418	5,564,459
Inventory of supplies for consumption	65,912	65,912	65,912	65,912	72,283
Prepaid expenses	209,019	194,019	60,599	186,796	142,367
Total Non-Financial Assets	4,695,797	5,099,804	4,997,013	5,388,126	5,779,109
Accumulated Surplus	\$ 6,700,335	\$ 7,055,803	\$6,053,355	\$ 7,739,274	\$ 8,527,361
Accumulated Surplus is comprised of:					
Accumulated surplus from operations	\$ 6,709,606	\$ 7,178,941	\$6,053,355	\$ 7,978,543	\$ 8,527,361
Total Accumulated Surplus	\$ 6,709,606	\$ 7,178,941	\$6,053,355	\$ 7,978,543	\$ 8,527,361

Statement 2

Northlands College
Projected Statement of Operations and Accumulated Surplus (Deficit)
for the year ended June 30, 2018

	2019 Forecast	2018 Budget	2017 Budget	2017 Estimated	2016 Actual
Revenues (Schedule 2)					
Provincial government					
Grants	\$ 14,778,575	\$ 14,935,325	\$ 13,009,800	\$ 12,455,996	\$ 13,991,556
Other	377,500	652,500	943,776	1,224,395	470,313
Federal government					
Grants	-	-	160,165	43,365	1,225,453
Other	-	-	-	-	-
Other revenue					
Administrative recoveries	570,112	570,112	558,110	744,397	202,646
Contracts	875,000	875,000	1,884,051	1,167,509	2,157,170
Interest	34,335	34,435	42,800	34,787	46,565
Rents	376,189	373,922	449,830	356,922	180,630
Resale items	263,800	263,800	438,838	282,011	300,406
Tuition	970,000	970,000	806,510	822,650	757,017
Donations	23,000	23,000	38,000	25,508	21,948
Other	741,012	741,012	1,240,428	1,219,111	2,059,887
Total revenues	<u>19,009,523</u>	<u>19,439,106</u>	<u>19,572,308</u>	<u>18,376,651</u>	<u>21,413,591</u>
Expenses (Schedule 3)					
General	7,153,633	7,478,613	8,217,354	7,251,839	8,119,939
Skills training	4,579,581	4,770,000	6,699,966	6,626,146	5,782,501
Basic education	1,989,284	2,265,000	2,975,000	2,107,660	3,529,592
Services	844,975	833,351	1,199,292	951,395	1,631,480
University	4,131,969	4,121,163	1,342,036	1,093,482	1,120,092
Scholarships	58,500	58,500	84,000	84,500	97,854
Student housing	720,916	712,081	809,760	810,447	1,013,315
Total expenses	<u>19,478,858</u>	<u>20,238,708</u>	<u>21,327,408</u>	<u>18,925,469</u>	<u>21,294,773</u>
Surplus (Deficit) for the Year from Operations	<u>(469,335)</u>	<u>(799,602)</u>	<u>(1,755,100)</u>	<u>(548,818)</u>	<u>118,818</u>
Accumulated Surplus (Deficit), Beginning of Year	<u>7,178,941</u>	<u>7,978,543</u>	<u>7,808,455</u>	<u>8,527,361</u>	<u>8,408,544</u>
Accumulated Surplus (Deficit), End of Year	<u>\$ 6,709,606</u>	<u>\$ 7,178,941</u>	<u>\$ 6,053,355</u>	<u>\$ 7,978,543</u>	<u>\$ 8,527,361</u>

Statement 3

Northlands College
Projected Statement of Changes in Net Financial Assets (Net Debt)
as at June 30, 2018

	2018 Budget	2017 Budget	2017 Estimated	2016 Actual
Net Financial Assets (Net Debt), Beginning of Year	\$2,351,148	\$4,013,873	\$ 2,748,252	\$ 4,110,934
Surplus (Deficit) for the Year from Operations	(799,602)	(1,755,100)	(548,818)	118,817
Acquisition of tangible capital assets	(180,000)	(2,209,780)	(608,807)	(2,493,178)
Proceeds on disposal of tangible capital assets	-	-	57,750	-
Net loss (gain) on disposal of tangible capital assets	-	-	-	-
Write-down of tangible capital assets	-	-	-	-
Amortization of tangible capital assets	591,676	748,329	740,829	840,798
Acquisition of inventory of supplies for consumption	(65,912)	(65,912)	(65,912)	(72,283)
Acquisition of prepaid expenses	(194,019)	(60,599)	(186,796)	(142,368)
Consumption of supplies inventory	65,912	103,635	72,283	103,635
Use of prepaid expenses	186,796	281,896	142,367	281,897
	1,955,999	1,056,342	(397,104)	(1,362,682)
Change in Net Financial Assets (Net Debt)	(395,149)	(2,957,531)	(397,104)	(1,362,682)
Net Financial Assets (Net Debt), End of Year	\$1,955,999	\$1,056,342	\$ 2,351,148	\$ 2,748,252

Northlands College
Projected Statement of Cash Flows
for the year ended June 30, 2018

	Budget 2018	Budget 2017	Estimated 2017	Actual 2016
Operating Activities				
Surplus (deficit) for the year from operations	\$ (799,602)	\$ (1,755,100)	\$ (548,818)	\$ 118,817
Non-cash items included in surplus (deficit)				
Amortization of tangible capital assets	591,676	748,329	740,829	840,798
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	9,100	377,898	965,813	(72,936)
Decrease (increase) in inventories for resale	-	-	-	-
Increase (decrease) in accrued salaries and benefits	(96,025)	-	99,191	70,519
Increase (decrease) in accounts payable and accrued liabilities	-	(2,297,868)	(158,140)	(716,887)
Increase (decrease) in deferred revenue	-	(96,415)	(43,028)	(274,678)
Increase (Decrease) in Liability for Employee Future Benefits	11,000	-	10,100	10,600
Decrease (increase) in inventory of supplies for consumption	-	-	6,371	31,352
Decrease (increase) in prepaid expenses	(7,223)	-	(44,429)	139,529
Cash Provided (Used) by Operating Activities	(291,074)	(3,023,156)	1,027,889	147,114
Capital Activities				
Cash used to acquire tangible capital assets	(180,000)	-	(608,807)	(2,493,178)
Proceeds on disposal of tangible capital assets	-	-	57,750	-
Cash Provided (Used) by Capital Activities	(180,000)	-	(551,057)	(2,493,178)
Investing Activities				
Cash used to acquire portfolio investments	-	-	-	-
Proceeds from disposal of portfolio investments	-	-	-	-
Cash Provided (Used) by Investing Activities	-	-	-	-
Financing Activities				
Proceeds from issuance of long-term debt	-	82,996	-	249,804
Repayment of long-term debt	(116,132)	(126,893)	(126,464)	(116,694)
Cash Provided (Used) by Financing Activities	(116,132)	(43,897)	(126,464)	133,110
Increase (Decrease) in Cash and Cash equivalents	(587,206)	(3,067,053)	350,368	(2,212,954)
Cash and Cash Equivalents, Beginning of Year	4,106,858	5,849,618	3,756,490	5,969,444
Cash and Cash Equivalents, End of Year	\$ 3,519,652	\$ 2,782,565	\$ 4,106,858	\$ 3,756,490

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

	2018 Projected										2018	2017	2017	2016
	General	Skills Training		Basic Education		Services		University	Scholarships	Student Housing	Budget	Budget	Estimated	Actual
		Credit	Non-credit	Credit	Non-credit	Learner Support	Counsel	Credit						
Revenues (Schedule 2)														
Provincial government	\$ 5,218,815	\$ 3,500,022	\$ 298,000	\$ 2,040,000	\$ -	\$ 143,062	\$ 690,290	\$ 3,112,603	\$ -	\$ 585,033	\$ 15,587,825	\$ 13,953,576	\$ 13,680,391	\$ 14,461,869
Federal government	-	-	-	-	-	-	-	-	-	-	-	160,165	43,365	1,225,453
Other	1,626,332	1,055,000	-	-	-	-	-	1,008,800	24,100	137,049	3,851,281	5,458,567	4,652,895	5,726,268
Total Revenues	6,845,147	4,555,022	298,000	2,040,000	-	143,062	690,290	4,121,403	24,100	722,082	19,439,106	19,572,308	18,376,651	21,413,590
Expenses (Schedule 3)														
Agency contracts	140,600	1,748,998	175,000	335,225	-	-	-	1,003,297	-	136,755	3,539,875	3,557,032	3,504,934	3,761,756
Amortization	591,676	-	-	-	-	-	-	-	-	-	591,676	748,329	740,829	840,798
Equipment	222,943	135,000	-	17,000	-	-	7,375	85,413	-	1,770	469,501	871,176	547,303	530,675
Facilities	1,071,832	263,723	5,000	118,000	-	-	-	62,832	-	381,980	1,903,367	1,853,393	1,776,213	1,862,757
Information technology	237,950	46,645	-	25,000	-	-	-	54,272	-	-	363,867	579,946	294,188	496,806
Operating	1,056,679	678,982	66,196	203,355	-	143,062	23,857	808,544	58,500	25,078	3,064,253	3,297,947	2,610,327	3,325,895
Personal services	4,156,933	1,598,652	51,804	1,566,420	-	-	659,057	2,106,805	-	166,498	10,306,169	10,419,584	9,451,675	10,476,086
Total Expenses	7,478,613	4,472,000	298,000	2,265,000	-	143,062	690,289	4,121,163	58,500	712,081	20,238,708	21,327,407	18,925,469	21,294,773
Surplus (Deficit) for the year	\$ (633,466)	\$ 83,022	\$ -	\$ (225,000)	\$ -	\$ -	\$ 1	\$ 240	\$ (34,400)	\$ 10,001	\$ (799,602)	\$ (1,755,099)	\$ (548,818)	\$ 118,817

Northlands College
Projected Schedule of Revenues by Function
for the year ended June 30, 2018

	2018 Projected Revenues										2018	2017	2017	2016
	General	Skills Training		Basic Education		Services		University	Scholarships	Student Housing	Total Revenues Budget	Total Revenues Budget	Total Revenues Estimated	Total Revenues Actual
		Credit	Non-credit	Credit	Non-credit	Learner Support	Counsel	Credit						
Provincial Government														
Advanced Education/ Economy														
Operating grants	\$4,816,315	\$ -	\$ -	\$ -	\$ -	\$143,062	\$690,290	\$ -	\$ -	\$ 585,033	\$ 6,234,700	\$ 6,562,800	\$ 6,415,496	\$ 6,527,900
Program grants	-	3,250,022	298,000	2,040,000	-	-	-	3,112,603	-	-	8,700,625	6,313,000	6,040,500	6,261,327
Capital grants	297,000	-	-	-	-	-	-	-	-	-	297,000	134,000	-	654,300
	5,113,315	3,250,022	298,000	2,040,000	-	143,062	690,290	3,112,603	-	585,033	15,232,325	13,009,800	12,455,996	13,443,527
Contracts	-	-	-	-	-	-	-	-	-	-	-	-	-	548,029
Other	105,500	250,000	-	-	-	-	-	-	-	-	355,500	943,776	1,224,395	-
	5,218,815	3,500,022	298,000	2,040,000	-	143,062	690,290	3,112,603	-	585,033	15,587,825	13,953,576	13,680,391	13,991,556
Other provincial	-	-	-	-	-	-	-	-	-	-	-	-	-	470,313
Total Provincial	5,218,815	3,500,022	298,000	2,040,000	-	143,062	690,290	3,112,603	-	585,033	15,587,825	13,953,576	13,680,391	14,461,869
Federal Government														
Operating grants	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Program grants	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital grants	-	-	-	-	-	-	-	-	-	-	-	160,165	43,365	1,225,453
	-	-	-	-	-	-	-	-	-	-	-	160,165	43,365	1,225,453
Other Federal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Federal	-	-	-	-	-	-	-	-	-	-	-	160,165	43,365	1,225,453
Other Revenue														
Admin recovery	570,112	-	-	-	-	-	-	-	-	-	570,112	558,110	744,397	202,646
Contracts	-	615,000	-	-	-	-	-	260,000	-	-	875,000	1,884,051	1,167,509	2,157,170
Interest	33,335	-	-	-	-	-	-	-	1,100	-	34,435	42,800	34,787	46,565
Rents	236,873	-	-	-	-	-	-	-	-	137,049	373,922	449,830	356,922	180,630
Resale items	45,000	40,000	-	-	-	-	-	178,800	-	-	263,800	438,838	282,011	300,406
Tuitions	-	400,000	-	-	-	-	-	570,000	-	-	970,000	806,510	822,650	757,017
Donations	-	-	-	-	-	-	-	-	23,000	-	23,000	38,000	25,508	21,948
Other	741,012	-	-	-	-	-	-	-	-	-	741,012	1,240,428	1,219,111	2,059,887
Total Other	1,626,332	1,055,000	-	-	-	-	-	1,008,800	24,100	137,049	3,851,281	5,458,567	4,652,895	5,726,269
Total Revenues	\$6,845,147	\$4,555,022	\$298,000	\$2,040,000	\$ -	\$143,062	\$690,290	\$4,121,403	\$ 24,100	\$ 722,082	\$19,439,106	\$19,572,308	\$18,376,651	\$ 21,413,591

Northlands College
Projected Schedule of Expenses by Function
for the year ended June 30, 2018

	2018 Projected Expenses									2018	2017	2017	2016	
	General (Schedule 4)	Skills Training		Basic Education		Services		University	Scholarships	Student Housing	Total	Total	Total	Total
		Credit	Non-credit	Credit	Non-credit	Learner Support	Counsel				Credit	Expenses Budget	Expenses Budget	Expenses Estimated
Agency Contracts														
Contracts	\$ 140,600	\$ 1,748,998	\$ 175,000	\$ 335,225	\$ -	\$ -	\$ -	\$ 209,000	\$ -	\$ 127,049	\$ 2,735,872	\$ 3,557,032	\$ 3,504,934	\$ 3,761,756
Instructors	-	-	-	-	-	-	-	794,297	-	9,706	804,003	-	-	-
	140,600	1,748,998	175,000	335,225	-	-	-	1,003,297	-	136,755	3,539,875	3,557,032	3,504,934	3,761,756
Amortization	591,676	-	-	-	-	-	-	-	-	-	\$ 591,676	748,329	740,829	840,798
Equipment														
Equipment (non-capital)	56,900	80,000	-	10,000	-	-	500	500	-	700	148,600	220,470	220,470	187,942
Rental	135,843	55,000	-	-	-	-	6,875	61,480	-	-	259,198	612,706	300,702	290,681
Repairs and maintenance	30,200	-	-	7,000	-	-	-	23,433	-	1,070	61,703	38,000	26,131	52,052
	222,943	135,000	-	17,000	-	-	7,375	85,413	-	1,770	469,501	871,176	547,303	530,675
Facilities														
Building supplies	25,600	-	-	-	-	-	-	-	-	11,114	36,714	35,200	35,200	57,572
Grounds	32,200	-	-	-	-	-	-	-	-	1,500	33,700	39,200	39,200	18,447
Janitorial	194,190	607	-	-	-	-	-	-	-	4,169	198,966	245,216	220,869	141,008
Rental	126,795	250,000	5,000	118,000	-	-	-	62,832	-	299,326	861,953	1,002,774	1,002,774	1,133,264
Repairs & maintenance buil	491,960	10,912	-	-	-	-	-	-	-	37,000	539,872	236,500	236,500	302,891
Utilities	201,087	2,204	-	-	-	-	-	-	-	28,871	232,162	294,503	241,670	209,575
	1,071,832	263,723	5,000	118,000	-	-	-	62,832	-	381,980	1,903,367	1,853,393	1,776,213	1,862,757
Information Technology														
Computer services	48,000	-	-	-	-	-	-	-	-	-	48,000	108,500	90,500	54,193
Data communications	50,500	-	-	-	-	-	-	-	-	-	50,500	223,527	29,855	27,226
Equipment (non-capital)	46,000	24,459	-	-	-	-	-	53,432	-	-	123,891	12,500	12,500	100,357
Materials & supplies	9,000	-	-	-	-	-	-	-	-	-	9,000	7,500	7,500	3,810
Rental	1,200	-	-	-	-	-	-	-	-	-	1,200	103,840	53,094	149,106
Repairs & maintenance buil	1,100	-	-	-	-	-	-	-	-	-	1,100	500	500	7,738
Software (non-capital)	82,150	22,186	-	25,000	-	-	-	840	-	-	130,176	123,579	100,239	154,376
	237,950	46,645	-	25,000	-	-	-	54,272	-	-	363,867	579,946	294,188	496,806
Operating														
Advertising	116,450	25,000	3,500	5,000	-	-	-	35,500	-	-	185,450	162,478	80,000	90,129
Association fees & dues	34,880	982	-	-	-	-	-	1,500	-	-	37,362	41,010	40,710	41,767
Bad debts	22,074	-	-	-	-	-	-	-	-	-	22,074	-	-	21,736
Financial services	21,909	-	-	-	-	-	-	-	-	-	21,909	22,228	22,272	18,352
In-service (includes PD)	98,474	-	-	5,000	-	-	4,000	5,000	-	-	112,474	110,729	98,752	259,710
Insurance	163,138	-	-	-	-	-	-	55,000	-	12,260	230,398	239,174	230,398	171,517
Materials & supplies	63,592	350,000	54,316	91,515	-	-	-	242,410	-	200	802,033	627,585	627,585	673,150
Postage, freight & courier	29,720	35,000	600	10,000	-	-	-	17,000	-	-	92,320	30,700	50,700	69,053
Printing & copying	28,690	12,000	3,000	50,000	-	-	9,619	54,000	-	-	157,309	69,388	105,358	119,165
Professional services	126,626	-	-	-	-	-	-	-	-	10,000	136,626	145,000	121,285	278,060
Resale items	45,000	40,000	-	-	-	-	-	178,800	-	-	263,800	438,838	282,011	294,482
Subscriptions	6,180	1,000	-	-	-	-	-	-	-	-	7,180	3,718	3,718	8,384
Telephone & fax	53,692	15,000	2,280	6,840	-	-	3,738	10,334	-	1,878	93,762	86,196	85,446	137,041
Travel	226,254	200,000	2,500	35,000	-	143,062	6,500	76,500	-	740	690,556	1,119,579	819,579	824,126
Other	20,000	-	-	-	-	-	-	132,500	58,500	-	211,000	201,325	42,513	319,223
	1,056,679	678,982	66,196	203,355	-	143,062	23,857	808,544	58,500	25,078	3,064,253	3,297,948	2,610,327	3,325,895
Personal Services														
Honoraria	36,871	-	-	-	-	-	-	-	-	-	36,871	29,877	29,877	36,275
Salaries	3,529,781	1,265,000	30,000	1,275,000	-	-	560,042	1,440,715	-	130,611	8,231,149	8,698,966	7,900,829	8,632,807
Other	29,374	100,000	15,000	60,000	-	-	-	24,000	-	11,500	239,874	177,500	49,590	324,113
Student Training Allowances	-	-	-	-	-	-	-	400,000	-	-	400,000	-	29,868	23,310
Employee Benefits	560,907	233,652	6,804	231,420	-	-	99,015	242,090	-	24,387	1,398,275	1,513,241	1,441,511	1,459,576
	4,156,933	1,598,652	51,804	1,566,420	-	-	659,057	2,106,805	-	166,498	10,306,169	10,419,584	9,451,675	10,476,081
Total Expenses	\$ 7,478,613	\$ 4,472,000	\$ 298,000	\$ 2,265,000	\$ -	\$ 143,062	\$ 690,289	\$ 4,121,163	\$ 58,500	\$ 712,081	\$ 20,238,708	\$ 21,327,408	\$ 18,925,469	\$ 21,294,768

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

	2018 Projected General				2018	2017	2017	2016
	Governance	Operating and Administration	Facilities and Equipment	Information Technology	Total Budget	Total General Budget	Total General Estimated	Total General Actual
Agency Contracts								
Contracts	\$ -	\$ 85,000	\$ 30,600	\$ 25,000	\$ 140,600	\$ 282,150	\$ 176,382	\$ 193,801
Instructors	-	-	-	-	-	-	-	-
	-	85,000	30,600	25,000	140,600	282,150	176,382	193,801
Amortization	-	-	487,581	104,095	591,676	748,329	740,829	840,798
Equipment								
Equipment (non-capital)	3,600	22,800	23,000	7,500	56,900	119,300	118,189	72,330
Rental	600	48,520	85,723	1,000	135,843	120,935	176,100	162,390
Repairs and maintenance	-	-	24,200	6,000	30,200	24,000	24,131	44,575
	4,200	71,320	132,923	14,500	222,943	264,235	318,420	279,295
Facilities								
Building supplies	-	6,600	19,000	-	25,600	21,500	21,500	44,061
Grounds	-	-	32,200	-	32,200	27,200	27,200	16,466
Janitorial	-	-	194,040	150	194,190	172,716	172,865	137,270
Rental	-	5,000	121,795	-	126,795	281,762	281,762	243,114
Repairs & maintenance builc	-	-	491,960	-	491,960	169,000	169,000	145,426
Utilities	-	-	201,087	-	201,087	218,503	218,503	175,328
	-	11,600	1,060,082	150	1,071,832	890,681	890,830	761,665
Information Technology								
Computer services	-	28,000	-	20,000	48,000	108,500	90,500	54,193
Data communications	-	500	-	50,000	50,500	124,512	22,065	27,150
Equipment (non-capital)	-	5,000	-	41,000	46,000	12,500	12,500	75,898
Materials & supplies	-	-	-	9,000	9,000	7,500	7,500	3,810
Rental	-	-	-	1,200	1,200	1,200	1,200	1,285
Repairs & maintenance	-	600	-	500	1,100	500	500	7,738
Software (non-capital)	-	17,150	-	65,000	82,150	68,579	68,990	80,079
	-	51,250	-	186,700	237,950	323,291	203,255	250,153
Operating								
Advertising	3,000	112,450	500	500	116,450	56,000	123,601	49,835
Association fees & dues	32,450	2,430	-	-	34,880	40,880	40,580	40,485
Bad debts	-	22,074	-	-	22,074	-	-	21,736
Financial services	-	13,531	8,378	-	21,909	22,228	22,272	18,331
In-service (includes PD)	9,950	76,924	4,800	6,800	98,474	97,909	84,143	146,200
Insurance	12,199	13,871	137,068	-	163,138	232,868	232,993	151,644
Materials & supplies	200	62,392	500	500	63,592	73,650	79,108	75,889
Postage, freight & courier	20	27,000	500	2,200	29,720	28,400	25,735	32,253
Printing & copying	-	28,690	-	-	28,690	29,050	31,672	44,206
Professional services	-	126,626	-	-	126,626	135,000	121,285	277,854
Resale items	-	45,000	-	-	45,000	45,000	45,000	41,368
Subscriptions	-	5,740	-	440	6,180	3,718	2,332	6,368
Telephone & fax	3,863	41,487	3,000	5,342	53,692	42,704	56,225	121,517
Travel	44,057	153,480	8,717	20,000	226,254	261,949	218,042	223,167
Other	-	20,000	-	-	20,000	99,125	22,513	123,624
	105,739	751,695	163,463	35,782	1,056,679	1,168,481	1,105,501	1,374,477
Personal Services								
Honoraria	36,871	-	-	-	36,871	29,877	29,877	36,281
Salaries	-	3,024,801	291,412	213,568	3,529,781	3,743,417	3,567,997	3,648,836
Other	-	5,000	17,374	7,000	29,374	114,000	31,090	68,128
Employee benefits	1,246	468,642	52,560	38,459	560,907	652,893	623,973	666,505
	38,117	3,498,443	361,346	259,027	4,156,933	4,540,187	4,252,937	4,419,750
Total General Expenses	\$ 148,056	\$ 4,469,308	\$ 2,235,995	\$ 625,254	\$ 7,478,613	\$ 8,217,354	\$ 7,688,154	\$ 8,119,939

Schedule 5

Northlands College
Projected Schedule of Accumulated Surplus
for the year ended June 30, 2018

	June 30 2016 Actual	June 30 2017 Estimated	June 30 2017 Budget	Additions During the Year	Reductions During the Year	June 30 2018 Budget	June 30 2019 Forecast
Invested in Tangible Capital Assets							
Net Book Value of Tangible Capital Assets	\$ 5,564,459	\$ 5,475,802	\$5,201,652	\$ 180,000	\$ 591,676	\$5,064,126	\$4,531,251
Less: Debt owing on Tangible Capital Assets	466,849	340,385	328,474	-	116,132	224,253	110,385
	\$ 5,097,610	\$ 5,135,417	\$4,873,178	\$ 180,000	\$ 475,544	\$4,839,873	\$4,420,866
External Contributions to be Held in Perpetuity	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Internally Restricted Operating Surplus							
Capital Projects:							
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Designated for Tangible capital asset expenditures							
Capital Purchase	\$ 103,024	\$ 103,024	\$ 103,025	\$ -	\$ -	\$ 103,024	\$ 103,024
Building Capital	231,601	175,000	175,000	-	-	175,000	175,000
Building/Equipment Maintenance	5,864	5,864	1,607	-	-	5,864	5,864
Information Technology	46,350	21,129	21,131	-	-	21,129	21,129
Other							
Education Leave	281,504	281,504	-	-	33,975	247,529	220,608
Training and Education	19,659	19,659	19,659	-	-	19,659	19,659
	\$ 688,002	\$ 606,180	\$ 320,422	\$ -	\$ 33,975	\$ 572,205	\$ 545,284
Other:							
Various Other Appropriations from the Ministry	\$ 777,961	\$ 864,170	\$ 250,744	\$3,070,125	\$ 3,069,884	\$ 864,411	\$ 714,411
Skill Training Allocation	(148,047)	(275,941)	(337,158)	2,110,000	2,277,000	(442,941)	-
Sector Partnerships	13,924	9,424	3,924	-	5,000	4,424	-
Adult Basic Education	68,916	(84,716)	304,713	1,649,000	1,615,000	(50,716)	-
On-Reserve Training	291,083	489,665	(220,982)	391,000	650,000	230,665	230,665
Adult Basic Education - Literacy Contracts	-	-	53,942	-	-	-	-
Northern Skills Training	1,074,221	456,098	(29,194)	1,373,000	1,188,000	641,098	641,098
Northern Health Strategy	339,060	141,041	(58,085)	360,000	292,478	208,563	208,563
	\$ 2,417,118	\$ 1,599,741	\$ (32,096)	\$8,953,125	\$ 9,097,362	\$1,455,504	\$1,794,737
Unrestricted Operating Surplus	\$ 101,572	\$ 436,759	\$ 730,943	\$ -	\$ 31,790	\$ 734,488	\$1,033,937
Total Accumulated Surplus from Operations	\$ 8,304,302	\$ 7,778,097	\$5,892,447	\$9,133,125	\$ 9,638,671	\$7,602,070	\$7,794,824
Accumulated Surplus - Northlands College Scholarship Foundation, Inc.	\$ 224,040	\$ 198,426	\$ 160,909		\$ 34,400	\$ 164,026	\$ 129,526
Total Accumulated Surplus	\$ 8,528,342	\$ 7,976,523	\$6,053,356	\$9,133,125	\$ 9,673,071	\$7,766,096	\$7,924,350

**Adult Basic Education
Enrollment Management Plan for 2017-18**

APPENDIX B- List of Programs

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

Post-Secondary Institution: Northlands College

Date: 30 - April - 2018

Page 1 of 1

Program Background				Partners	Program Information					Program Capacity		ECON Funding		Anticipated Funding Partners		Total
Program Name	Program Level	Location	On-Reserve/Off-Reserve	Partners	Learner Start Date (dd/mm/yy)	Learner End Date (dd/mm/yy)	Total # of Learner Days	# of Hours per Day	Total Hours	Seat Capacity	# of FLE's	2016-17 ABE Grant Funding [A]	ECON ABE Carry Over	K-12 Funding for 18-21 Year Olds [C]	Other Funding [D]	Total Anticipated Program Funding
Ad. Essn. Skills	Levels 1/2	La Ronge	Off-Reserve		28/07/17	28/05/18	170	6	1,020	20	29.1	\$196,000.00				\$196,000.00
Adult 10	Level 3	La Ronge	Off-Reserve		28/07/17	28/05/18	170	6	1,020	25	36.4	\$155,000.00				\$155,000.00
Adult 10	Level 3	Creighton	Off-Reserve		28/07/17	28/05/18	170	6	1,020	20	29.1	\$143,000.00				\$143,000.00
Adult 10	Level 3	Buffalo Narr.	Off-Reserve		28/07/17	28/05/18	170	6	1,020	15	21.9	\$133,000.00				\$133,000.00
Adult 12	Level 4	La Ronge	Off-Reserve		28/07/17	28/05/18	170	6	1,020	90	131.1	\$568,000.00				\$568,000.00
Adult 12	Level 4	Creighton	Off-Reserve		28/07/17	28/05/18	170	6	1,020	20	29.1	\$144,000.00				\$144,000.00
Adult 12	Level 4	Buffalo Narr.	Off-Reserve		28/07/17	28/05/18	170	6	1,020	15	21.9	\$133,000.00				\$133,000.00
Adult 12 (P)	Level 4	La Loche	Off-Reserve	GDI	28/07/17	28/05/18	170	6	1,020	15	21.9	\$50,000.00				\$35,000.00
Adult 12 (P)	Level 4	Ile-A-La-Crosse	Off-Reserve	GDI	28/07/17	28/05/18	170	6	1,020	15	21.9	\$35,000.00				\$35,000.00
Adult 10	Level 3	Black Lake	On-Reserve		28/07/17	28/05/18	170	6	1,020	15	21.9	\$175,000.00				\$175,000.00
Adult 10	Level 3	Cumb. House	On-Reserve		28/07/17	28/05/18	170	6	1,020	15	21.9	\$150,000.00				\$150,000.00
Adult 10	Level 3	Cano Narrows	On-Reserve		28/07/17	28/05/18	170	6	1,020	15	21.9	\$135,000.00				\$135,000.00
Adult 10	Level 3	Pelican Narr.	Off-Reserve		28/07/17	28/05/18	170	6	1,020	15	21.9	\$130,000.00				\$130,000.00
								78	13,260	295	429.9	\$2,147,000.00	\$0.00	\$0.00	\$0.00	\$2,147,000.00

* Discrete programs that may be offered in addition to programs funded by 2017-18 ABE Grant - subject to approval.

2017-18 Program Delivery Projections		Comments:
Levels 1/2	1	
Level 3	7	
Level 4	5	
GED Prep Formal		
GED Prep Informal		
EAL		
TOTAL	13	

**Adult Basic Education
Enrollment Management Plan for 2018-19**

Post-Secondary Institution: Northlands College

Date: 30 - April - 2017

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Program Details				Partners	Learner Program Length		Program Capacity
Program Name	Program Level	Location	On-Reserve/ Off-Reserve	Partners	Learner Start Date	Learner End Date	Seat Capacity
Adult Essential Skills	Levels 1/2	La Ronge	Off-Reserve		27-Aug.-18	29-May-19	20
Adult 10	Level 3	La Ronge	Off-Reserve		27-Aug-18	29-May-19	25
Adult 10	Level 3	Buff. Narrows	Off-Reserve		27--Aug-18	29-May-19	15
Adult 10	Level 3	Creighton	Off-Reserve		27-Aug.-18	29-May-19	20
Adult 12	Level 4	La Ronge	Off-Reserve		27-Aug.-18	29-May-19	90
Adult 12	Level 4	Buff. Narrows	Off-Reserve		27-Aug.-18	29-May-19	15
Adult 12	Level 4	Creighton	Off-Reserve		27-Aug.18	29-May-19	20
Adult Essential skills	Levels 1/2	Creighton	Off-Reserve		27-Aug.-18	29-May-19	20
HCAP	Level 4	Buff. Narrows	Off-Reserve	AE-HT	27-Aug.-18	29-May-19	15
Adult 10	Level 3	Black Lake	On-Reserve	BLFN	27-Aug.-18	29-May-19	15
Adult 12	Level 4	La Loche	On-Reserve	CRDN	27-Aug.-18	29-May-19	15
Adult 10	Level 3	Sandy Bay	On-Reserve	PBCN	27-Aug.-18	29-May-19	15
Adult 10	Level 3	Cumb. House	On-Reserve	CHCN	27-Aug.-18	29-May-19	15
Adult Essential Skills	Levels 1/2	Buff. Narrows	Off-Reserve		27.-Aug.-18	29-May-19	15
Adult 10							315
2018-19 Program Delivery Projections							
		Comments:					
Levels 1/2	3						
Level 3	6						
Level 4	5						
GED Prep Formal							
GED Prep Informal							
EAL							
TOTAL	14						

**Adult Basic Education
Enrollment Management Plan for 2019-20**

Post-Secondary Institution: Northlands College

Date: 30-April-2017

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Program Details				Partners	Learner Program Length		Program Capacity
Program Name	Program Level	Location	On-Reserve/ Off-Reserve	Partners	Learner Start Date	Learner End Date	Seat Capacity
Adult Essential Skills	Levels 1/2	La Ronge	Off-Reserve		26-Aug-19	26-May-20	20
Adult 10	Level 3	La Ronge	Off-Reserve		26-Aug-19	26-May-20	25
Adult 10	Level 3	Creighton	Off-Reserve		26-Aug-19	26-May-20	20
Adult 10	Level 3	Buff Narrows	Off-Reserve		26-Aug-19	26-May-20	15
Adult 12	Level 4	La Ronge	Off-Reserve		26-Aug-19	26-May-20	90
Adult 12	Level 4	Creighton	Off-Reserve		26-Aug-19	26-May-20	20
Adult 12	Level 4	Buff Narrows	Off-Reserve		26-Aug-19	26-May-20	15
Adult 10	Level 3	Stoney Rapids	On-Reserve	BLFN	26-Aug.-19	26-May-20	15
Adult 10	Level 3	Desc. Lake	On-Reserve	PBCN	26-Aug.-19	26-May-20	15
Adult 10	Level 3	Southend	On-Reserve	PBCN	26-Aug.-19	26-May-20	15
Adult 12 (Part)	Level 4	La Loche	Off-Reserve		26-Aug.-19	26-May-20	15
Adult 12 (Part)	Level 4	Ile-A-La-Crosse	Off-Reserve		26-Aug.-19	26-May-20	15
HCAP	Level 4	Buff. Narrows	Off-Reserve	AE-HT	26-Aug.-19	26-May-20	15
Adult Essential Skills	Levels 1/2	Creighton	Off-Reserve		26-Aug.-19	26-May-20	20
Adult 10	Level 3	Canoe Narrows	On-Reserve	CLFN	26-Aug.-19	26-May-20	15
Adult Essential Skills	Levels 1/2	Buff Narrows	Off-Reserve		26-Aug.-19	26-May-20	15
Adult 10	Level 3	Patuanak	On-Reserve	ERFN	26-Aug.-19	26-May-20	15
							360
19-20 Program Delivery Projection							
Levels 1/2	3	Comments:					
Level 3	8						
Level 4	6						
GED Prep Formal							
GED Prep Informal							
EAL							
TOTAL	17						

Skills Training Allocation - Program Management Form

Program Year: 2017-18

NORTHLANDS COLLEGE
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04/30/17
Date (yyy/mm/dd)

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Program Name	Location	Start Date	End Date	# of Course	Course Capacity	STA Grant Funding	STA Carry Over Funding	Other Funding	Total Course Cost	Brief Rationale for Program **
Automotive Repair Fundamentals	Buffalo Narrows	Sept 5 2017	Dec 2017	57	12	\$90,000.00		\$40,000.00	\$130,000.00	Lack of Automotive Technicians in northern Saskatchewan
Automotive Repair Fundamentals	Cumberland House	Feb 2018	May 26 2018	57	12	\$90,000.00		\$40,000.00	\$130,000.00	Lack of Automotive Technicians in northern Saskatchewan
Carpentry certificate	La Ronge	Sept 5 2017	May 26 2018	150	10	\$120,000.00		\$24,000.00	\$144,000.00	Shortage of new young workforce
Continuing Care Assistant	La Ronge	Sept 5 2017	May 12 2018	155	12	\$145,000.00		\$24,000.00	\$169,000.00	90 seats vacant with Mamawetan
Early Childhood Education yr1	La Ronge	Sept 5 2017	June 2018	190	12	\$128,000.00		\$48,000.00	\$176,000.00	Shortage of certified workers in the north
Industrial Mechanic	Stoney Rapids	Sept 5 2017	Feb 2018	100	15	\$90,000.00		\$130,000.00	\$220,000.00	PAGC
Industrial Mechanic	Pelican Narrows	Feb 2018	June 2018	100	12	\$90,000.00		\$95,000.00	\$185,000.00	WLCREE
Institutional Cooking	Buffalo Narrows	Sept 5 2017	Feb 10 2018	100	12	\$110,000.00		\$40,000.00	\$150,000.00	excellent workforce entry program for industry
Office Administration	Creighton	Sept 5 2017	May 26 2018	160	12	\$160,000.00		\$24,000.00	\$184,000.00	shortage in all northern communities
Plumbing	La Ronge	Sept 5 2017	Feb 2018	100	12	\$128,000.00		\$32,000.00	\$160,000.00	shortage in all northern communities
Practical nursing diploma - yr1	La Ronge	Sept 5 2017	June 2018	200	7	\$110,000.00		\$32,000.00	\$142,000.00	Workforce shortage - immediately employed
Primary Care Paramedic	La Ronge	Sept 5 2017	April 2018	200	12	\$315,000.00		\$65,000.00	\$380,000.00	Workforce shortage - immediately employed
Tritrades	La Loche	Sept 5 2017	Feb 2018	100	16	\$160,000.00		\$60,000.00	\$220,000.00	Workforce entry into the trades sector
Welding	Buffalo Narrows	Sept 5 2017	May 2018	170	12	\$160,000.00		\$40,000.00	\$200,000.00	continued workforce entry with industry
Welding	La Ronge	Sept 5 2017	May 2018	170	12	\$160,000.00		\$40,000.00	\$200,000.00	WLCREE
Industrial Mechanic	La Ronge	Sept 5 2017	Feb 2018	98	12	\$30,000.00		\$100,000.00	\$130,000.00	strong workforce entry program for industry
Power Engineering	La Ronge	Sept 5 2017	June 2018	180	12	\$80,000.00		\$215,000.00	\$295,000.00	strong workforce entry program for industry
Civil Technician	La Ronge	Sept 5 2017	June 2018	180	12	\$57,000.00		\$220,000.00	\$277,000.00	Shortage of certified workers in the north
						\$2,223,000.00	\$0.00	\$1,269,000.00	\$3,492,000.00	
				2,467	216					

Skills Training Allocation - Program Management Form

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NORTHLANDS COLLEGE
Post-Secondary Delivery Institution

4/30/17
Date (yyy/mm/dd)

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Program Name	Location	Start Date	End Date	# of Course Days	Course Capacity	STA Grant Funding	STA Carry Over	Other Funding	Total Course Cost	Brief Rationale for Program **
Automotive Repair Fundamentals	Buffalo Narrows	Sept 4 2018	Dec 2018	57	12	\$90,000.00		\$40,000.00	\$130,000.00	Lack of Automotive Technicians in northern Saskatchewan
Automotive Repair Fundamentals	Pelican Narrows	Feb 2019	May 26 2019	57	12	\$90,000.00		\$40,000.00	\$130,000.00	Lack of Automotive Technicians in northern Saskatchewan
Broadcast Media	La Ronge	Sept 4 2018	Feb 2019	100	16	\$160,000.00		\$60,000.00	\$220,000.00	Workforce entry into the trades sector
Carpentry certificate	La Ronge	Sept 4 2018	May 26 2019	150	10	\$120,000.00		\$24,000.00	\$144,000.00	Shortage of new young workforce
Continuing Care Assistant	La Ronge	Sept 4 2018	May 26 2019	155	12	\$145,000.00		\$24,000.00	\$169,000.00	90 seats vacant with Mamawetan
Early Childhood Education yr1	La Ronge	Sept 4 2018	June 2019	190	12	\$128,000.00		\$48,000.00	\$176,000.00	Shortage of certified workers in the north
Carpentry certificate	Stoney Rapids	Sept 4 2018	Feb 2019	100	15	\$90,000.00		\$130,000.00	\$220,000.00	PAGC
Industrial Mechanic	Pelican Narrows	Feb 2018	June 2018	100	12	\$90,000.00		\$95,000.00	\$185,000.00	WLCREE
Institutional Cooking	Buffalo Narrows	Sept 4 2018	Feb10 2019	100	12	\$110,000.00		\$40,000.00	\$150,000.00	excellent workforce entry program for industry - fabrication
Mental Health and Addiction	La Ronge	Sept 4 2018	June 2019	200	15	\$195,000.00		\$32,000.00	\$227,000.00	First Nation shortage
Office Administration	Creighton	Sept 4 2018	May 26 2019	160	12	\$160,000.00		\$24,000.00	\$184,000.00	shortage in all northern communities
Plumbing	La Ronge	Sept 4 2018	Feb 2019	100	12	\$128,000.00		\$32,000.00	\$160,000.00	shortage in all northern communities
Practical nursing diploma - yr2	La Ronge	Sept 4 2018	June 2019	200	7	\$110,000.00		\$32,000.00	\$142,000.00	Workforce shortage - immediately employed
Primary Care Paramedic	La Ronge	Sept 4 2018	April 2019	200	12	\$315,000.00		\$65,000.00	\$380,000.00	Workforce shortage - immediately employed
Welding	Buffalo Narrows	Sept 4 2018	May 2019	170	12	\$160,000.00		\$40,000.00	\$200,000.00	continued workforce entry with industry
Industrial Mechanic	La Ronge	Sept 2018	Feb 2019	98	12	\$30,000.00		\$100,000.00	\$130,000.00	strong workforce entry in industry
Power Engineering	La Ronge	Sept 2018	June 2019	180	12	\$80,000.00		\$215,000.00	\$295,000.00	strong workforce entry in industry
Civil Technician	La Ronge	Sept 2018	Feb 2019	180	12	\$57,000.00		\$220,000.00	\$277,000.00	strong workforce entry in industry
						\$2,258,000.00	\$0.00	\$1,261,000.00	\$3,519,000.00	
				2,497	219					



Skills Training Allocation - Program Management Form

NORTHLANDS COLLEGE

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30/04/2017

Date (yyy/mm/dd)

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Program Name	Location	Start Date	End Date	# of Course	Course Capacity	STA Grant Funding	STA Carry	Other Funding	Total Course Cost	Brief Rationale for Program **
Autobody Technician	Buffalo Narrows	Sept 5 2016	Dec 2016	150	12	\$210,000.00		\$40,000.00	\$250,000.00	Lack of Automotive Technicians in northern Saskatchewan
Automotive Repair Fundamentals	Buffalo Narrows	Sept 5 2017	Dec 2017	57	12	\$90,000.00		\$40,000.00	\$130,000.00	Lack of Automotive Technicians in northern Saskatchewan
Automotive Repair Fundamentals	Stoney Rapids	Feb 2018	May 26 2018	57	12	\$90,000.00		\$40,000.00	\$130,000.00	Lack of Automotive Technicians in northern Saskatchewan
Carpentry applied certificate	Creighton	Sept 5 2017	May 26 2018	100	10	\$120,000.00		\$24,000.00	\$144,000.00	Shortage of new young workforce
Continuing Care Assistant	La Ronge	Sept 5 2017	May 12 2018	155	12	\$145,000.00		\$24,000.00	\$169,000.00	90 seats vacant with Mamawetan
Early Childhood Education yr2	La Ronge	Sept 5 2017	June 2018	190	12	\$128,000.00		\$48,000.00	\$176,000.00	Shortage of certified workers in the north
Health Info Management	La Ronge	Sept 5 2017	June 2018	190	12	\$195,000.00		\$32,000.00	\$227,000.00	Workforce shortage - immediately employed
Industrial Mechanic	Pelican Narrows	Feb 2018	June 2018	100	12	\$90,000.00		\$95,000.00	\$185,000.00	WLCREE
Institutional Cooking	Buffalo Narrows	Sept 5 2017	Feb 10 2018	100	12	\$110,000.00		\$40,000.00	\$150,000.00	excellent workforce entry program for industry
Media Broadcast	La Ronge	Sept 5 2017	June 2019	200	15	\$165,000.00		\$32,000.00	\$197,000.00	Northern Community shortage
Mental Health and Addiction	La Ronge	Sept 5 2017	June 2019	200	15	\$195,000.00		\$32,000.00	\$227,000.00	First Nation shortage
Office Administration	La Ronge	Sept 5 2017	May 26 2018	160	12	\$160,000.00		\$24,000.00	\$184,000.00	shortage in all northern communities
Plumbing	La Ronge	Sept 5 2017	Feb 2018	100	12	\$128,000.00		\$32,000.00	\$160,000.00	shortage in all northern communities
Practical nursing diploma - yr1	La Ronge	Sept 5 2017	June 2018	200	7	\$110,000.00		\$32,000.00	\$142,000.00	Workforce shortage - immediately employed
Carpentry applied certificate	Buffalo Narrows	Sept 5 2017	Feb 2018	100	10	\$120,000.00		\$24,000.00	\$144,000.00	Shortage of new young workforce
Welding	Buffalo Narrows	Sept 5 2017	May 2018	170	12	\$160,000.00		\$40,000.00	\$200,000.00	continued workforce entry with industry
Industrial Mechanic	La Ronge	Sept 2019	Feb 2020	98	12	\$30,000.00		\$100,000.00	\$130,000.00	strong workforce entry in industry
Power Engineering	La Ronge	Sept 2019	June 2020	180	12	\$80,000.00		\$215,000.00	\$295,000.00	strong workforce entry in industry
Civil technician	La Ronge	Sept 2019	Feb 2020	180	12	\$57,000.00		\$220,000.00	\$277,000.00	strong workforce entry in industry
						\$2,383,000.00	\$0.00	\$1,134,000.00	\$3,517,000.00	
				2,687	225					