NORTHLANDS COLLEGE
BUSINESS PLAN
2018-2021

May 11, 2018

TABLE OF CONTENTS

INTRODUCTION

We are pleased to present the Northlands College Business Plan for 2018-2019, as well as projections for the two years following.

We will continue to strive to meet the education and training needs of the people of Northern Saskatchewan, all within the fiscal realities of the day. Although we would always like to see more resources invested into Saskatchewan colleges, we recognize that these are fiscally trying times, and we will manage within the allocation of funding provided to the college. Within this allocation however, we encourage that 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 which 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

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

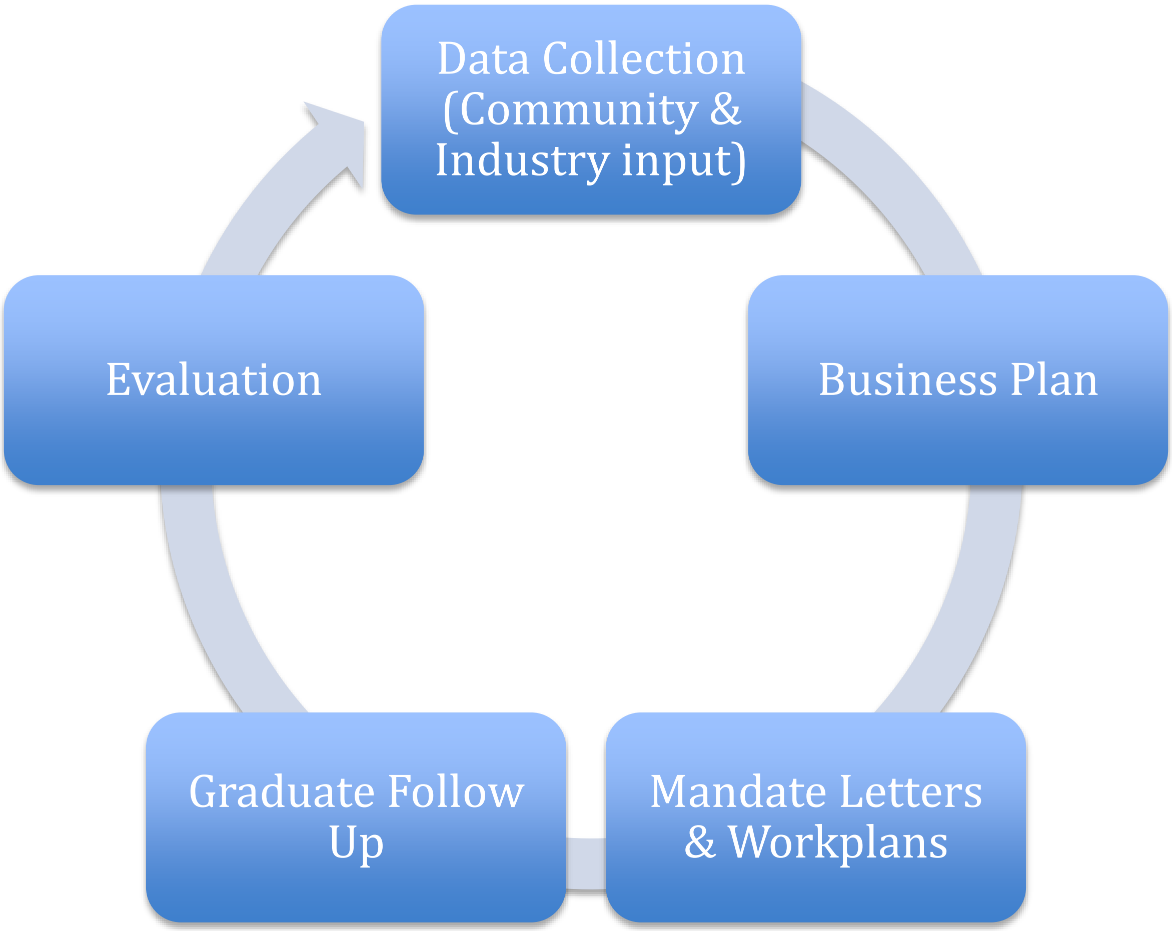
Northlands College follows the three-year planning cycle implemented by the Ministry of Advanced Education and the Ministry of Immigration and Career Training. However, the ever changing, rapidly evolving "economic reality" of the region and the province, can, at times, make this extremely challenging. Our goal is to plan well enough to meet long term objectives, but yet stay nimble enough to deal with rapid, and unexpected, changes in the economy. These changes can be both negative (the temporary closure of a uranium mine) and positive (construction project on a hydroelectric dam). We are able to do this, however, in order to do so, we trust 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, and responsive manner.

Good planning requires good data. To acquire the data we need to plan effectively, we will continue to work closely with our partners across the north, and throughout the province to ensure we are in the know about what is happening, and what is expected to happen. Although financial constraints at this time have postponed the reintroduction of the Northern Regional Training Needs Assessment Report, we do plan on looking for other ways to acquire this data. 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. 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



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 be 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 us all. 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.

We recognize that Northlands College is one part of the broader system that comprises the Government of Saskatchewan, and our plan fits nicely within that context

<u>Government of Saskatchewan Vision and Goals</u>

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.

We also pay particular attention to ensure that our plan aligns with those of the Ministries to which we are accountable, and helps deliver on their Mission and meet their goals.

Ministry of Advanced Education Vision and Goals

Mission Statement:
The Ministry provides leadership and resources to foster a high-quality post-secondary education and training system that responds to the needs of Saskatchewan's people and economy

Goals:
- Students succeed in post-secondary education.
- Meet the post-secondary education needs of the province.
- Saskatchewan's post-secondary sector is accountable and sustainable.

Ministry of Immigration and Career Training Vision and Goals

Mission Statement:
To develop, attract and retain a skilled workforce that supports investment and economic growth in Saskatchewan and helps citizens realize their full potential

Goals:
- Employers have access to people with the right skills at the right time.
- Saskatchewan is an attractive place for its residents to build their careers and for interprovincial and international migration.
- Retain skilled workers in the labour force.
- Ensure fiscal alignment, balanced budgets, and a more effective government through continuous improvement.

Our plan meets the five expectations the Government of Saskatchewan has identified for the post-secondary sector.

1. Accessibility: We are reducing barriers and increasing education and training opportunities for First Nation and Metis students.
2. Responsiveness: We are responding to student and community demands and addressing Saskatchewan's labour market needs in the north.
3. Sustainability: We are seeking out partnerships with industry for training (i.e.; SaskPower, Community Economic Development Corporations, First Nations), as well as implemented a number of cost cutting efficiency measures over the past year that are now being implemented.
4. Accountability: We are always open and transparent and strive to meet attainable outcomes.
5. Quality Assurance: We ensure that our programs are as good, as/or better than anywhere else in the province.

Northlands College Vision and Goals

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 that encourages students to be proud of who they are, where they are from, and what they will become.

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

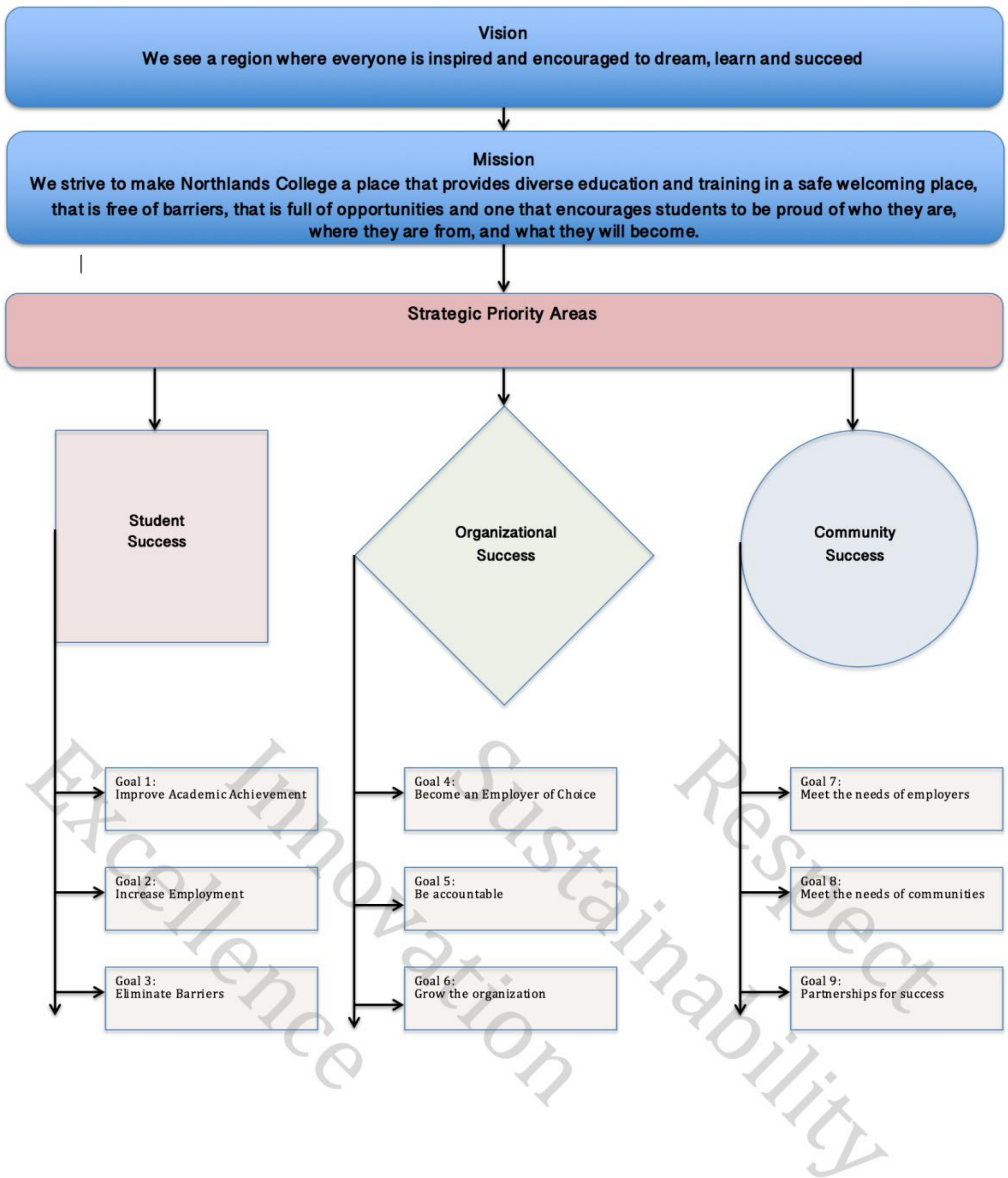
We have identified three broad strategic priority areas and corresponding Goals and Measures in each of these areas. The three strategic priority areas are; Student success, Organizational Success and Community Success.

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	• number of people applying for employment at the college • become one of Saskatchewan's top 100 employers • continue to promote a safe and respectful workplace
Goal 5	Be accountable	• continually look for efficiencies. • 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 gaining full time employment • less reliance on skilled workers from outside the region • contribution to the provincial labour force demand
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
2018-21



B. STRATEGIC INITIATIVES

On March 15, 2017, the Minister of Advanced Education announced that a portion of the funding previously provided to the Nortep Council Inc. for the delivery of university programming in the north would be transferred to Northlands College. Although the funding allocation was reduced by more than 25%, Northlands College accepted the challenge and embraced the opportunities that it presented. We have consolidated the administration of all university programming and redirected 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. In the fall of 2018, we will begin to offer first year university courses via distance technology in the community of La Loche. If resources permit, we plan to expand in 2019 to other northern communities.

We have broadened the course offerings for our Bachelor of Education program to allow for students to be become high school Math, Science and English teachers. Filling high school instructional positions has long been a problem in the north. We hope our efforts will go a long way in addressing that need.

The expansion of university program offerings will be the central focus of our college over the next few years.

C. COLLABORATIVE PLANNING

Northlands College success is dependent upon collaboration and partnerships. About one quarter of our students are in programs brokered through Saskatchewan Polytechnic. A further one third are in programs offered in partnership with the University of Saskatchewan and the University of Regina. In addition, we also plan to offer programs through SIIT, Lakeland College, and the Hailebury School of Mines in Ontario (Northern College).

Although we do not discourage it, given our remote location, and lack of student housing, it is highly unlikely that students from "south" would come to Northlands College. However, we do share our program plans with other colleges and collaborate wherever possible on program delivery.

D. PROGRAMMING

Northlands College classifies its program offerings into three categories: *Adult Basic Education*; *Technology, Trades & Mineral Sector*; and *University*. Within the *Technology, Trades & Mineral Sector* 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 many 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 day cares 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 had significant success over the past five years with respect to its adult basic education program. Even though program funding has remained relatively unchanged over this period, the number of students enrolled has nearly doubled, and more importantly, nearly 90% of those who graduate, go on to post-secondary education and training, with many of the remaining 10% finding employment.

Northlands College has wide range of course offering at the Adult Basic Education level for 2018-19. 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 courses that are required for student success.

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 last year, we continue to support the General Equivalency Diploma (GED) program and 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. Although extremely limited, 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.

Beginning in the fall of 2017, ABE semesters are 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 programing 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.

In addition, to the *Adult Basic Education* 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, usually in partnership with First Nations or other groups.

Please see Appendix C for a complete listing of adult basic education course offerings.

University Programs

For the 2018-19 academic year, Northlands College will be partnering with University of Saskatchewan and University of Regina to offer 8 university programs. These programs include: Business Administration diploma, Bachelor of Science in Nursing, Bachelor of Education, Bachelor of Arts, and Bachelor of Social Work, Liberal Arts certificate and diploma, Local Government Authority certificate and the PRES (Pre-Engineering and Science pathway option). The PRES program is a one-year option for students hoping to pursue a career in Engineering. Students can study the first year of engineering off campus before having to go on campus to finish their engineering degree.

These programs are offered at all of our campus locations: Buffalo Narrows, Ile a la Crosse, La Ronge and Creighton.

This year, we will be expanding our site locations to include La Loche. Where we will be offering first year arts and science classes.

The 2018-19 year will mark the first year of a graduating class in the Bachelor of Education program.

The 2017-18 academic year saw an increase in numbers and we are on a trajectory to have increased numbers in 2018-19. Due to the increased demand, we will continue to explore with the universities programming expansion options for future academic years.

Technology, Trades & Mineral Sector Programs

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 (i.e.: 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.

Please see Appendix B for a complete listing of technology, trades and mineral sector programming.

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. Generally, 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. Cliental are those people who are just entering the workforce, and likely would not be entering the workforce at all if it were not for these types of programs. 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.

Program Categories	**Projected Program Headcount and FLEs**					
	2017-18 Forecast*		**2018-19 Budget^**		**2019-20 Estimate****	
	HC	**FLEs**	**HC**	**FLEs**	**HC**	**FLEs**
Institute Credit	142	106	183	137	169	126
Industry Credit	130	12	72	7	75	7
Industry Non-Credit	84	20	51	12	51	12
Adult Basic Education Credit	339	274	335	270	345	278
Adult Basic Education Non-Credit	45	22	25	12	25	12
University	254	161	326	207	375	238
Total Headcount/FLEs	**994**	**595**	**992**	**645**	**1040**	**674**

* based on actual numbers as of April 30, 2018, and historical FLE averages.

^ based on seat numbers and April 30, 2018, accepted applicants along with historical FLE averages.

** based on seat numbers in projected program plan and historical FLE averages.

Northlands College projects our Institute Credit programs will increase in the 2018-19 year as we attempt to move from expensive programs offered at off campus locations to a larger range of brokered programs on campus. In 2019-20, we plan on introducing some "new to the north" programs such as Disability Support Worker and Computer Networking Technician which we project may result in a slight dip in headcount for that year, as resources are honed to support the programs. This changed focus may result in lower numbers in the Industry Credit and Non-Credit programs for the foreseeable future.

ABE Credit programs are generally expected to remain stable on campuses as we work to retain students for longer periods dropping our headcount numbers, but hopefully reflecting in higher

FLE's. These higher FLE's are not reflected in this document as we utilized our historic average for budgeting and projecting these statistics. The slight drop in ABE headcount is projected, at least partially, because we have noticed greater difficulty using a January intake as opposed to the previous February intake. ABE non-credit programs are projected to drop as our ability to offer GED prep courses, which were popular off campus, has diminished. We expect our University numbers to increase as we continue to expand university programming in the north.

E. HUMAN RESOURCES

The transition of university programming from Nortep to Northlands College was smooth and we were able to incorporate the programming without increasing our non-instructional FTE. Through continually looking for ways to increase efficiencies and streamline processes we were able to further reduce our non-instructional FTE by 1.7 FTE. In an effort to increase employee security and retention, as well as to increase applicants applying for our instructor positions, we have converted a number of term instructional position to permanent.

We continue to work towards achieving a representative workforce; this can be challenging given the difficulty we have recruiting for some positions. We have exceeded the target of female and visible minority employees. Currently, 55.64% of our employees are female and 3.76% are visible minorities. We continue to work towards meeting the targets for persons of Aboriginal ancestry and persons with disabilities. 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 mangers 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 rolls 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.

	2016-17 Actual	2017-18 Forecast	2018-19 Budget	2019-20 Estimate
Admin	55.26	53.4	52.9	53.4
Instructors	32	39	40	39
Management	12	12	11	11

F. 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.

G. INFORMATION TECHNOLOGY

Northlands College will continue to support and build upon the plan and direction for Information Technology (IT) it began a few years ago.

Completed already, is combining the tri-networks into a single domain server. Some of the main benefits realized from this success are:

- IT support at all campus locations using remote-in software;
- less time spent trouble-shooting IT problems;
- data-recovery storage and recovery at an off-site location;
- centralized control of software maintenance and updates;
- adherence to licensing requirements;
- fewer emergency offsite visits by IT staff; and
- shorter down-time at locations in and outside of the central region.

The 2018-19 year will move toward maximizing its IT potential using the single domain network. Research is already in progress about how best to implement specific aspects of Office 360 to generate more efficient communication between students and their instructors.

For administrative and resource efficiency, alternative off-site data back-up and storage options are being explored.

We are moving more toward standardizing the hardware this coming year within specified budget constraints. The purpose for this movement is to meet the needs of staff while minimizing the purchase price that results from mass purchasing. The expectation is that the College will purchase computers and hardware with a life-expectancy of at least 5 years. Given the number of computers that exceed that age currently, the plan is to purchase approximately $25,000 over the next two years to ensure that all staff are working on equipment that fit within the 5-year cycle. This process of standardization will assist the IT Department with trouble-shooting issues as they arise, planning and budgeting for IT, while ensuring that the entire network remains in a state of repair.

As programs change each year, the IT Department and its staff are always searching for and implementing innovative ways to meet the needs of its end-users, staff and its students.

H. Facilities and Capital occupancy plan (5 years), Major Capital (10 years), and Preventative maintenance renewal (3 years)

<u>Land Transaction and Occupancy Plan:</u>

The following table lists, first all facilities leased, then the cost to renovate the Head Office in 2018-19, and lastly, the cost quoted by the Ministry of Advanced Education for the rent paid on behalf of Northlands College to retain use of the space previously provided to NORTEP/NORPAC.

Facility/Land Usage - Busienss Plan

Facility/Land Description	Address	Type of Facility /Proposed Facility Use	Owned/ Leased	Lessor	Lease Expiry Date	Annual Cost including GST	Occupancy Plan
	Leases						
Student Residences	1603 La Ronge Ave, La Ronge, SK		Leased	Safri Management	July 31/18	$ 286,000	Annual renewal
Classroom (Nursing Lab)	327 Husky Ave. Air Ronge Lot 2, Blk 48 Plan80PA24325		Leased	Ken Brown	June 23/20	$ 24,321	Continue
Instructor Housing	Blk 16, Lot 15, Apt B Stony Rapids, SK		Leased	Julie Duff - Stony Rapids	Jun 30/18	$ 8,400	Annual renewal
Classroom (Welding)	Parcel J Plan #96PA03598, Stony Rapids, SK		Leased	Campsell Portage Transportation Services- Stony Rapids	Jun 30/18	$ 45,000	Annual renewal
Classrooms/Shop/Office Space	1855 Cummings Drive, Buffalo Narrows, SK	Buffalo Narrows Campus	Leased	Gov't of Sk	Ongoing	$ 225,375	Continue
Total Estimated Annual Leases Costs 2018/19						**$ 589,096**	
Renovations of Owned Facilities:							
Head Office	174 La Ronge Road Parcel M Highway 2 North AA 81PA23349 Air Ronge, SK		Own			$ 311,518	Administration offices will undergo major repair in its structure and foundation. Entire project funding $295,500 (before $2018/19) + $207,500 (2018/19). Estimated expenditures: $191,482 at June 30, 2018, remaining portion $311,518 expended at June 30, 2019.
Mine School	Parcels M and AA Air Ronge, SK		Own			$ -	
Classroom/Lab	BB 81PA23349	Chemistry Lab & Trades Bld	Own			$ -	
Classrooms/Offices	207 Boardman Street, La Ronge, SK	La Ronge Campus	Own			$ -	
Student Residence	Cummings Drive Buffalo Narrows, SK		Own			$ -	
Total Estimated Cost for Renovations 2018/19						**$ 311,518**	
the Ministry of Advanced Education							
Mistasinihk Building	1328 La Ronge Avenue, La Ronge, SK S0J 1L0	The Rock - University Campus	Lease paid by Ministry	Gov't of Sk		$ 278,135	

There will be a submission for funding accessibility at Head Office for Northlands College from the Mid-sized Projects Component of the Enabling Accessibility Fund. Currently, access to the second floor remains with one exterior stairway and one interior stair way. The College intends to make the second floor accessible to all people using an elevator provided by this source of funding.

(in the thousands)	Priority #	2018-2019 Budget	2019-2020 Budget	2020-2021 Budget	2021-2022 Budget	2022-2023 Budget
Land Improvements:						
Create Student Parking - Buffalo Narrows Student Residence	n/a		$30			
Replacement of broken sidewalks, installation of properly graded wheel-chair ramp and dedicated parking at the La Ronge Campus Building	1A	$15				
Buildings:						
Head Office – Structural Reinforcement, leveling, stabilization and electrical upgrade – PMR Grant provided	1A	$312				
La Ronge Health and Sciences Building	2	$400	$25,200	$5,400		
Replace Plumbing for Heating and Cooling Pipes - Buffalo Narrows Student Residence	3		$50			
Renovate Heating/Cooling System - Mine School – Addition and Original Buildings	3		$140			
Capital Construction, Regional Training Facility – Stony Rapids	4				$250	$5,000
TOTAL (in the thousands)		**$727**	**$25,420**	**$5,400**	**$250**	**$5,000**

Major Capital Plan:

Northlands College owns land large enough to build the first ever facility, in the northern half of the Province with post-secondary education in sciences and health in mind. The College has already demonstrated what it can do with minimal funding to maintain and retrofit small buildings at various locations. Now, imagine the potential for people trained in health and sciences with a facility designed for that purpose.

Educating people from northern Saskatchewan in the array of professions needed now and into the future, requires a modern facility with the right equipment and technology to train people in those specialized professions. Northern residents could be trained in a state-of-the-art facility and remain in their community afterward to provide the services that so often come to them through itinerant visits from professionals or from traveling on a long and expensive journey to have their fundamental needs met. The investment to provide a better way of life to a population that is more than 87% aboriginal and covers the northern half of the Province would look something like what you see in the chart below.

Capital Project and Programs List									
Funded, partially funded and unfunded Projects	Expected Project Completion Date	2018-19 Planning Request	Total Expected Project Cost	2018-19 Request	2019-20 Request	2020-21 Request	2021-22 Request	2022-23 Request	Cumulative Request for Fiscal Years (2023-24 to 2027-28)
Unfunded Capital Projects (In Order of Ministry Priority)									
La Ronge Training Centre	31-Aug-21	$400,000	$31,000,000	$400,000	$25,200,000	$5,400,000			$0
Unfunded Capital Projects Subtotal		$400,000	$31,000,000	$400,000	$25,200,000	$5,400,000	$0	$0	$0

<u>Preventative Maintenance and Renewal and Equipment Renewal Plan:</u>

Northlands College received funding enough to level its Head Office at its River Campus in Air Ronge. The final instalment of PMR funding will be provided this July 2018 for that purpose. The College received $250,000 (2017/18) and $45,500 (2016/17) previously. Planning for the initial phase is already complete. A business who installs push-piers has been procured through a tender on SaskTenders. Excavation of the site has already begun and the project will be in full-force through the summer of 2018 and into the fall.

The College has aging boilers and pipes at four locations: Creighton Campus, Original Mine School, Head Office and at Buffalo Narrows Student Residence. The systems are beginning to break down and costs for repairs have been realized. Until funding is received for the inevitable required upgrades, the facilities staff at Northlands College will continue to find alternative, and less expensive means to maintain and repair the boilers and corroded pipes.

I. 2018-19 BUDGET

PART A – PROJECTED FINANCIAL STATEMENTS AND KEY ASSUMPTIONS

The budgeted deficit in 2018/19, $620,587, includes amortization at $583,366 leaving a deficit of $183,807 overall. The largest portion of the deficit, $111,018, results from carry-forward of a portion of Preventative Maintenance and Renewal (PMR) grant funding received prior to June 30, 2018 and completion of the project for leveling the Head Office through the summer and early fall of 2018.

One major assumption is that there will be no salary increase in 2018/19, but will be a .5% increase to salaries in 2019/20. Although there are fewer programs currently scheduled for 2019/20 according to the Business Plan, the College continues to explore meaningful opportunities for its students while waiting to hear the future grant allotments.

PART B – FINANCIAL IMPACTS OF IDENTIFIABLE RISKS

1) Upside Risk

   Past budgets relied upon receipt of projected, but not assured, partnerships that a certain amount of administration fee revenue. Not realizing that projected revenue, all else equal, would have caused a deficit. Northlands College successfully increased efficiencies and decreased costs to a point that it no longer relies on unassured revenue to cover its operating costs.

   The upside of this budget for 2018/19, is that it does not include administration fee revenue from partners that may be procured throughout the program year. It is possible to offset some of the existing budgeted deficit through partnerships, and it is also promising that the budget is so closely balanced without.

2) Downside Risk

   The budget is in a deficit and there is risk of remaining in a deficit situation at year-end. The College will continue to look for efficiencies and partnership revenue to offset the deficit to avoid lay-offs or other monumental downsizing techniques. The budget gives little room for surprises and will strictly be followed and watched closely to avoid a deficit larger than what is currently forecasted.

PART C – SURPLUS UTILIZATION/DEFICIT MANAGEMENT PLAN

The Board for Northlands College has diligently maintained its operations without amassing large and unnecessary surpluses. That said, the economic reality of the situation is that the Ministries require more cost-cutting measures. The College will attempt to maintain its current balance of retaining the necessary jobs and infrastructure.

With the exception of buying out the fleet of vehicles over the next three years, there are no outstanding commitments against the Appropriations. The Unappropriated Surplus at June 30, 2019 will be approximately $713,866 if all goes according to plan.

- Capital Purchase Appropriation**:** for the replacement or purchasing of capital equipment needed. In 2017/18 fiscal year, the Board approved allocation of $111,976 from Unappropriated Surplus to the Capital Purchase Appropriation to ensure that enough resources are available to pay-out the fleet leases as they come due in the next few years.

  Estimated balance June 30/18 = $215,000
  Estimated balance June 30/19 = $136,639
  Estimated balance June 30/20 = $ 25,242

- Building Capital Appropriation: for the potential to purchase or improve the capital value of existing buildings. Four boilers have shown signs of distress in four of the older buildings owned by Northlands College. This appropriation may prove invaluable should the issues become more than manageable through operating funds.

  Estimated balance June 30/18 = $175,000

Estimated balance June 30/19 = $175,000
Estimated balance June 30/20 = $175,000

- Building/Equipment Maintenance Appropriation: for minor capital projects and ongoing building and equipment maintenance beyond the operational budgets.
  Estimated balance June 30/18 = $5,864
  Estimated balance June 30/19 = $5,864
  Estimated balance June 30/20 = $5,864

- Information Technology Appropriation: to set up networks, replace computer equipment and upgrade software. The disaster recovery appropriation is complete at June 30, 2018. One firewall was purchased in the 2017/18 fiscal year to protect the offsite data backup location for approximately $2,500.
  Estimated balance June 30/18 = $23,634
  Estimated balance June 30/19 = $23,534
  Estimated balance June 30/20 = $23,634

- Education Leave Appropriation: to ensure that staff have options to improve their level of education to better meet the needs of the College. There are some minor commitments set aside in a liability account and no commitments against this appropriation at this time.
  Estimated balance June 30/18 = $281,504
  Estimated balance June 30/19 = $281,504
  Estimated balance June 30/20 = $281,504

- Training and Education Appropriation: training initiatives as directed by the Board.
  Estimated balance June 30/18 = $19,659
  Estimated balance June 30/19 = $19,659
  Estimated balance June 30/20 = $19,659

J. 2019-20 and 2020-21 OPERATIONS FORECAST AND GOVERNMENT BUDGET INPUT

1) **Status Quo Programs/Services for 2019-20 and 2020-21:** Status Quo is defined as the institution's minimum funding requirements to maintain programs and services at the previous year's level. The surpluses in Years 2 and 3 Estimates indicate five fewer programs than are in 2018/19. At this point in time, the College awaits to hear about the level of funding it will be provided for years beyond this Business Plan year and determine what options best meet the needs of its students, potential students, and the labour market.

Table 1 Expenditure Level Template	2016-17 Actual	2017-18 Budget	2017-18 Forecast	Year 1 2018-19 Budget	Year 2 2019-20 Estimate	Year 3 2020-21 Estimate
Revenues						
- **Operating Grant Funding**	6,377,700	6,234,700	6,234,700	6,234,700	6,234,700	6,234,700
- **Program Grant Funding**	6,313,000	8,700,625	7,845,989	8,741,000	8,741,000	8,741,000
- **Tuition**	826,868	970,000	1,104,856	1,300,443	884,749	884,749
- **Other Sources**	5,659,015	3,533,781	4,159,782	2,449,122	2,603,727	2,603,727
Total Revenues	**$19,176,583**	**$ 19,439,106**	**$19,345,327**	**$ 18,725,265**	**$ 18,464,176**	**$ 18,464,176**
Expenditures						
- **Out-of-Scope Salaries**	1,324,396	1,475,402	1,428,875	1,162,734	1,168,548	1,174,390
- **Academic In-Scope**	3,373,579	3,840,352	3,055,630	4,349,510	3,974,510	3,994,383
- **Professional In-Scope**	3,934,832	2,915,395	3,633,580	2,985,757	3,000,686	3,015,689
- **Other Salaries**	183,835	239,874	200,000	229,330	229,330	229,330
- **Benefits**	1,292,047	1,398,275	1,560,953	1,495,136	1,255,961	1,262,069
Sub-total Salaries and Benefits	10,489,058	9,869,298	9,876,038	10,222,467	9,629,035	9,675,861
Other Operating Expenses	8,845,570	10,369,410	10,068,307	9,123,384	8,286,814	8,286,814
Total Expenditures	**$19,334,628**	**$ 20,238,708**	**$19,944,345**	**$ 19,345,851**	**$ 17,915,849**	**$ 17,962,675**
Annual Operating (Deficit) Surplus	**$ (158,045)**	**$ (799,602)**	**$ (599,018)**	**$ (620,586)**	**$ 548,327**	**$ 501,501**

Table 2 Operating Surplus Template	2016-17 Actual	2017-18 Budget	2017-18 Forecast	Year 1 2018-19 Budget	Year 2 2019-20 Estimate	Year 3 2020-21 Estimate
Internally Restr'd/Unrestr'd Op. Surplus (Start)	**$ 3,205,710**	**$ 2,642,680**	**$ 2,816,350**	**$ 2,702,676**	**$ 2,606,829**	**$ 3,796,523**
Internally Restr'd/Unrestr'd Op. Surplus (End)	**$ 2,816,346**	**$ 2,762,197**	**$ 2,702,676**	**$ 2,606,829**	**$ 3,796,523**	**$ 3,796,523**

2) **0% and -2% Funding Scenarios for 2019-20 and 2020-21:** The assumption used for Table 3 is that all expenditures, except for salaries remain status quo in 2019/20 and 2020/21 respectively while the grants from the Ministries for operational expenses and program costs decrease by 2%.

Table 3 Expenditure Level Template	2016-17 Actual	2017-18 Budget	2017-18 Forecast	Year 1 2018-19 Budget	Year 2 2019-20 Estimate	Year 3 2020-21 Estimate
Revenues						
- **Operating Grant Funding**	6,377,700	6,234,700	6,234,700	6,234,700	6,110,006	6,110,006
- **Program Grant Funding**	6,313,000	8,700,625	7,845,989	8,741,000	8,566,180	8,566,180
- **Tuition**	826,868	970,000	1,104,856	1,300,443	884,749	884,749
- **Other Sources**	5,659,015	3,533,781	4,159,782	2,449,122	2,603,727	2,603,727
Total Revenues	**$19,176,583**	**$ 19,439,106**	**$19,345,327**	**$ 18,725,265**	**$ 18,164,662**	**$ 18,164,662**
Expenditures						
- **Out-of-Scope Salaries**	1,324,396	1,475,402	1,428,875	1,162,734	1,168,548	1,174,390
- **Academic In-Scope**	3,373,579	3,840,352	3,055,630	4,349,510	3,974,510	3,994,383
- **Professional In-Scope**	3,934,832	2,915,395	3,633,580	2,985,757	3,000,686	3,015,689
- **Other Salaries**	183,835	239,874	200,000	229,330	229,330	229,330
- **Benefits**	1,292,047	1,398,275	1,560,953	1,495,136	1,255,961	1,262,069
Sub-total Salaries and Benefits	10,489,058	9,869,298	9,876,038	10,222,467	9,629,035	9,675,861
Other Operating Expenses	8,845,570	10,369,410	10,068,307	9,123,384	8,286,814	8,286,814
Total Expenditures	**$19,334,628**	**$ 20,238,708**	**$19,944,345**	**$ 19,345,851**	**$ 17,915,849**	**$ 17,962,675**
Annual Operating (Deficit) Surplus	**$ (158,045)**	**$ (799,602)**	**$ (599,018)**	**$ (620,586)**	**$ 248,813**	**$ 201,987**

The reduced grant confirms that the College will maintained a lower level of programming to fit within its budget should grants be further reduced. The original estimates for the 2019/20 fiscal year demonstrate five fewer programs in the Technology and Trades Programs compared to the 2018/19 fiscal year. Maintaining that lower level of programming, may result in one less job in student supports; however, that cost reduction is not depicted in this scenario.

Although the College does intend to provide more programming than is currently in the Business Plan for the 2019/20 fiscal year, a lower level of programming will obviously result from a 2% reduction. The surplus shown in Table 3 demonstrates that only one program will be potentially added to what exists in the current 2019/20 projection.

APPENDIX A

Statement 1

Northlands College
Projected Statement of Financial Position
as at June 30, 2019

	Estimated June 30 2020	**Budget June 30 2019**	Budget June 30 2018	Forecast June 30 2018	Actual June 30 2017
Financial Assets					
Cash and cash equivalents	$ 4,799,122	**$ 3,808,121**	$ 3,519,653	$ 4,067,704	$ 3,755,657
Accounts receivable	252,667	**264,311**	450,000	251,951	1,129,924
Inventories for resale	-	**-**	-	-	-
Portfolio investments	-	**-**	-	-	-
Total Financial Assets	5,051,789	**4,072,432**	3,969,653	4,319,655	4,885,581
Liabilities					
Bank indebtedness	-	**-**	-	-	-
Accrued salaries and benefits	725,000	**725,000**	725,000	725,000	1,130,931
Accounts payable and accrued liabilities	750,000	**750,000**	750,000	750,000	634,833
Deferred revenue	19,604	**28,854**	-	56,252	20,050
Liability for employee future benefits	314,400	**314,400**	314,400	314,400	303,400
Long-term debt	79,872	**209,489**	224,254	342,713	343,230
Total Financial Assets	1,888,876	**2,027,743**	2,013,654	2,188,365	2,432,444
Net Financial Assets (Net Debt)	3,162,913	**2,044,689**	1,955,999	2,131,290	2,453,137
Non-Financial Assets					
Tangible capital assets	4,319,216	**4,889,113**	4,839,873	5,379,079	5,694,888
Inventory of supplies for consumption	65,912	**65,912**	65,912	65,912	78,352
Prepaid expenses	150,000	**150,000**	194,019	194,019	142,939
Total Non-Financial Assets	4,535,128	**5,105,025**	5,099,804	5,639,010	5,916,179
Accumulated Surplus	$ 7,698,041	**$ 7,149,714**	$ 7,055,803	$ 7,770,300	$ 8,369,316
Accumulated Surplus is comprised of:					
Accumulated surplus from operations	$ 7,698,041	**$ 7,149,714**	$ 7,178,941	$ 7,770,300	$ 8,369,316
Total Accumulated Surplus	$ 7,698,041	**$ 7,149,714**	$ 7,178,941	$ 7,770,300	$ 8,369,316

Statement 2

Northlands College
Projected Statement of Operations and Accumulated Surplus (Deficit)
for the year ended June 30, 2019

	2020 Estimated	**2019 Budget**	2018 Budget	2018 Forecast	2017 Actual
Revenues (Schedule 2)					
Provincial government					
Grants	$ 14,997,700	**$ 15,205,200**	$ 14,935,325	$ 14,377,689	$ 12,692,241
Other	250,000	**510,000**	652,500	355,500	919,321
Federal government					
Grants		**-**		-	43,365
Other		**-**		-	-
Other revenue					
Administrative recoveries	1,244,435	**521,136**	570,112	570,112	782,088
Contracts	-	**90,000**	875,000	1,231,862	2,164,527
Interest	52,000	**52,000**	34,435	34,435	33,270
Rents	139,316	**139,316**	373,922	104,783	360,096
Resale items	369,520	**369,520**	263,800	301,908	271,693
Tuitions	884,749	**1,300,443**	970,000	1,104,856	826,868
Donations	23,000	**34,194**	23,000	51,479	30,642
Other	503,456	**503,456**	741,012	1,212,703	1,052,472
Total revenues	18,464,176	**18,725,265**	19,439,106	19,345,328	19,176,583
Expenses (Schedule 3)					
General	6,805,756	**7,071,119**	7,478,613	7,478,613	7,489,037
Skills training	3,959,749	**4,878,353**	4,770,000	4,475,637	6,062,609
Basic education	2,200,000	**2,380,001**	2,265,000	2,265,000	2,344,802
Services	722,205	**719,649**	833,351	833,351	1,500,205
University	3,477,477	**3,541,217**	4,121,163	4,121,163	1,017,885
Scholarships	59,000	**56,000**	58,500	58,500	99,769
Student housing	691,662	**699,513**	712,081	712,080	820,321
Total expenses	17,915,849	**19,345,851**	20,238,708	19,944,344	19,334,628
Surplus (Deficit) for the Year from Operations	548,327	**(620,586)**	(799,602)	(599,016)	(158,045)
Accumulated Surplus (Deficit), Beginning of Year	7,149,714	**7,770,300**	7,978,543	8,369,316	8,527,361
Accumulated Surplus (Deficit), End of Year	$ 7,698,041	**$ 7,149,714**	$ 7,178,941	$ 7,770,300	$ 8,369,316

Statement 3

Northlands College
Projected Statement of Changes in Net Financial Assets (Net Debt)
as at June 30, 2019

	2019 Budget	2018 Budget	2018 Forecast	2017 Actual
Net Financial Assets (Net Debt), Beginning of Year	**$2,131,292**	$2,351,148	$ 2,453,137	$ 2,748,252
Surplus (Deficit) for the Year from Operations	**(620,586)**	(799,602)	(599,016)	(158,045)
Acquisition of tangible capital assets	**(93,400)**	(180,000)	(283,207)	(854,480)
Proceeds on disposal of tangible capital assets	**-**	-	-	-
Net loss (gain) on disposal of tangible capital assets	**-**	-	-	-
Write-down of tangible capital assets	**-**	-	-	-
Amortization of tangible capital assets	**583,366**	591,676	599,017	724,051
Acquisition of inventory of supplies for consumption	**(65,912)**	(65,912)	(65,912)	(78,352)
Acquisition of prepaid expenses	**(150,000)**	(194,019)	(194,019)	(142,939)
Consumption of supplies inventory	**65,912**	65,912	78,353	72,283
Use of prepaid expenses	**194,017**	186,796	142,939	142,367
	(86,603)	1,955,999	(321,845)	(295,115)
Change in Net Financial Assets (Net Debt)	**(86,603)**	(395,149)	(321,845)	(295,115)
Net Financial Assets (Net Debt), End of Year	**$2,044,689**	$1,955,999	$ 2,131,292	$ 2,453,137

Statement 4

Northlands College
Projected Statement of Cash Flows
for the year ended June 30, 2019

	Budget 2020	**Budget 2019**	Budget 2018	Forecast 2018	Actual 2017
Operating Activities					
Surplus (deficit) for the year from operations	$ 548,327	**$ (620,586)**	$ (799,602)	$ (599,018)	$ (158,045)
Non-cash items included in surplus (deficit)					
Amortization of tangible capital assets	569,897	**583,366**	591,676	599,017	724,051
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	11,644	**(12,360)**	9,100	877,973	294,989
Decrease (increase) in inventories for resale	-	**-**	-	-	-
Increase (decrease) in accrued salaries and benefits	-	**-**	(96,025)	(405,931)	409,097
Increase (decrease) in accounts payable and accrued liabilities	-	**-**	-	115,167	(273,307)
Increase (decrease) in deferred revenue	(9,250)	**(27,398)**	-	36,202	(22,978)
Increase (Decrease) in Liability for Employee Future Benefits	-	**-**	11,000	11,000	10,100
Decrease (increase) in inventory of supplies for consumption	-	**-**	-	12,440	(6,069)
Decrease (increase) in prepaid expenses	-	**44,019**	(7,223)	(51,080)	(572)
Cash Provided (Used) by Operating Activities	1,120,618	**(32,959)**	(291,074)	595,770	977,266
Capital Activities					
Cash used to acquire tangible capital assets	-	**(93,400)**	(180,000)	(283,207)	(854,480)
Proceeds on disposal of tangible capital assets	-	**-**	-	-	-
Cash Provided (Used) by Capital Activities	-	**(93,400)**	(180,000)	(283,207)	(854,480)
Investing Activities					
Cash used to acquire portfolio investments	-	**-**	-	-	-
Proceeds from disposal of portfolio investments	-	**-**	-	-	-
Cash Provided (Used) by Investing Activities	-	**-**	-	-	-
Financing Activities					
Proceeds form issuance of long-term debt	-	**-**	-	121,567	-
Repayment of long-term debt	(129,617)	**(133,224)**	(116,132)	(122,084)	(123,619)
Cash (Used) by Financing Activities	(129,617)	**(133,224)**	(116,132)	(517)	(123,619)
Increase (Decrease) in Cash and Cash equivalents	991,001	**(259,583)**	(587,206)	312,047	(833)
Cash and Cash Equivalents, Beginning of Year	3,808,121	**4,067,704**	4,106,858	3,755,657	3,756,490
Cash and Cash Equivalents, End of Year	$ 4,799,122	**$ 3,808,121**	$ 3,519,652	$ 4,067,704	$ 3,755,657
Represented on the Financial Statements as:					
Cash and cash equivalents	$ 4,799,122	**$ 3,808,121**	$ 3,519,652	$ 4,067,704	$ 3,755,657
Bank indebtedness	-	**-**	-	-	-
Cash and Cash Equivalents, End of Year	$ 4,799,122	**$ 3,808,121**	$ 3,519,652	$ 4,067,704	$ 3,755,657

Schedule 1

Northlands College
Projected Schedule of Revenues and Expenses by Function
for the year ended June 30, 2019

	2019 Projected											**2019**	2018	2018	2017
	General	Skills Training		Basic Education		Services		University	Scholarships	Developmen	Student Housing				
		Credit	Non-credit	Credit	Non-credit	Learner Support	Counsel	Credit				**Budget**	Budget	Forecast	Actual
Revenues (Schedule 2)															
Provincial governmen	$5,172,087	$3,786,975	$ -	$ 1,984,000	$ 386,000	$ 143,062	$576,587	$3,094,025	$ -	$ -	$572,464	**$15,715,200**	$15,587,825	$14,733,189	$ 13,611,562
Federal government	-	-	-	-	-	-	-	-	-	-	-	**-**	-	-	43,365
Other	1,119,592	1,273,581	-	-	-	-	-	441,382	36,194	-	139,316	**3,010,065**	3,851,281	4,612,138	5,521,656
Total Revenues	6,291,679	5,060,556	-	1,984,000	386,000	143,062	576,587	3,535,407	36,194	-	711,780	**18,725,265**	19,439,106	19,345,327	19,176,583
Expenses (Schedule 3)															
Agency contracts	88,600	1,680,932	-	230,000	50,000	-	-	296,480	-	-	141,891	**2,487,903**	3,539,875	3,787,141	3,113,993
Amortization	583,366	-	-	-	-	-	-	-	-	-	-	**583,366**	591,676	599,017	724,051
Equipment	216,192	297,000	-	26,500	20,000	-	2,500	77,592	-	-	11,120	**650,904**	469,501	460,554	873,579
Facilities	928,609	460,180	-	203,500	50,000	-	-	82,714	-	-	405,845	**2,130,848**	1,903,367	2,131,733	1,873,627
Information technolo	215,286	10,845	-	20,000	40,000	-	-	34,772	-	-	-	**320,903**	363,867	458,491	270,635
Operating	1,018,300	564,978	-	198,709	34,100	143,062	18,718	671,722	56,000	-	28,245	**2,733,834**	3,064,253	2,384,500	2,839,546
Personal services	4,020,766	1,864,418	-	1,135,292	371,900	-	555,369	2,377,937	-	-	112,412	**10,438,093**	10,306,169	10,122,909	9,639,197
Total Expenses	7,071,119	4,878,353	-	1,814,001	566,000	143,062	576,587	3,541,217	56,000	-	699,513	**19,345,851**	20,238,708	19,944,345	19,334,628
Surplus (Deficit) for the year	$ (779,440)	$ 182,204	$ -	$ 170,000	$(180,000)	$ -	$ -	$ (5,810)	$ (19,806)	$ -	$ 12,267	**$ (620,586)**	$ (799,602)	$ (599,018)	$ (158,045)

Northlands College
Projected Schedule of Revenues by Function
for the year ended June 30, 2019

	2019 Projected Revenues											**2019**	2018	2018	2017
	General	Skills Training		Basic Education		Services		University	Scholarships	Developmer	Student	**Total**	Total	Total	Total
						Learner					Housing	**Revenues**	Revenues	Revenues	Revenues
		Credit	Non-credi	Credit	Non-credit	Support	Counsel	Credit				**Budget**	Budget	Forecast	Actual
Provincial Government															
Advanced Education/ Economy															
Operating grants	$ 4,942,587	$ -	$ -	$ -	$ -	$ 143,062	$ 576,587	$ -	$ -	$ -	$ 572,464	$ 6,234,700	$ 6,234,700	$ 6,234,700	$ 6,377,700
Program grants	-	3,536,975	-	1,984,000	386,000	-	-	2,834,025	-	-	-	8,741,000	8,700,625	7,845,989	6,314,541
Capital grants	229,500	-	-	-	-	-	-	-	-	-	-	229,500	297,000	297,000	-
	5,172,087	3,536,975	-	1,984,000	386,000	143,062	576,587	2,834,025	-	-	572,464	15,205,200	15,232,325	14,377,689	12,692,241
Contracts	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	355,500	-	605,071
	5,172,087	3,536,975	-	1,984,000	386,000	143,062	576,587	2,834,025	-	-	572,464	15,205,200	15,587,825	14,377,689	13,297,312
Other provincial	-	250,000	-	-	-	-	-	260,000	-	-	-	510,000	-	355,500	314,250
Total Provincial	5,172,087	3,786,975	-	1,984,000	386,000	143,062	576,587	3,094,025	-	-	572,464	15,715,200	15,587,825	14,733,189	13,611,562
Federal Government															
Operating grants	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Program grants	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital grants	-	-	-	-	-	-	-	-	-	-	-	-	-	-	43,365
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	43,365
Other Federal	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Federal	-	-	-	-	-	-	-	-	-	-	-	-	-	-	43,365
Other Revenue															
Admin recovery	521,136	-	-	-	-	-	-	-	-	-	-	521,136	570,112	570,112	782,088
Contracts	-	90,000	-	-	-	-	-	-	-	-	-	90,000	875,000	1,231,862	2,164,527
Interest	50,000	-	-	-	-	-	-	-	2,000	-	-	52,000	34,435	34,435	33,270
Rents	-	-	-	-	-	-	-	-	-	-	139,316	139,316	373,922	104,783	360,096
Resale items	45,000	150,000	-	-	-	-	-	174,520	-	-	-	369,520	263,800	301,908	271,693
Tuitions	-	1,033,581	-	-	-	-	-	266,862	-	-	-	1,300,443	970,000	1,104,856	826,868
Donations	-	-	-	-	-	-	-	-	34,194	-	-	34,194	23,000	51,479	30,642
Other	503,456	-	-	-	-	-	-	-	-	-	-	503,456	741,012	1,212,703	1,052,472
Total Other	1,119,592	1,273,581	-	-	-	-	-	441,382	36,194	-	139,316	3,010,065	3,851,281	4,612,138	5,521,656
Total Revenues	$ 6,291,679	$ 5,060,556	$ -	$ 1,984,000	$ 386,000	$ 143,062	$ 576,587	$ 3,535,407	$ 36,194	$ -	$ 711,780	$ 18,725,265	$ 19,439,106	$ 19,345,327	$ 19,176,583

Schedule 3

Northlands College
Projected Schedule of Expenses by Function
for the year ended June 30, 2019

	2019 Projected Expenses										2019	2018	2018	2017
	General	Skills Training		Basic Education		Services		University	Scholarships	Student	Total	Total	Total	Total
	(Schedule 4)					Learner				Housing	Expenses	Expenses	Expenses	Expenses
		Credit	Non-credi	Credit	Non-credit	Support	Counsel	Credit			Budget	Budget	Forecast	Actual
Agency Contracts														
Contracts	$ 88,600	$ 1,680,932	$ -	$ 230,000	$ 50,000	$ -	$ -	$ 30,500	$ -	$ 127,049	$ 2,207,081	$ 2,735,872	$ 3,522,141	$ 3,113,993
Instructors	-	-	-	-	-	-	-	265,980	-	14,842	280,822	804,003	265,000	-
	88,600	1,680,932	-	230,000	50,000	-	-	296,480	-	141,891	2,487,903	3,539,875	3,787,141	3,113,993
Amortization	583,366	-	-	-	-	-	-	-	-	-	583,366	591,676	599,017	724,051
Equipment														
Equipment (non-capital)	45,800	190,000	-	6,500	-	-	500	2,500	-	10,000	255,300	148,600	152,697	521,909
Rental	105,072	100,000	-	20,000	20,000	-	2,000	75,092	-	50	322,214	259,198	300,000	298,108
Repairs and maintenanc	65,320	7,000	-	-	-	-	-	-	-	1,070	73,390	61,703	7,857	53,562
	216,192	297,000	-	26,500	20,000	-	2,500	77,592	-	11,120	650,904	469,501	460,554	873,579
Facilities														
Building supplies	25,600	2,000	-	-	-	-	-	2,640	-	11,000	41,240	36,714	60,000	59,720
Grounds	32,000	-	-	-	-	-	-	-	-	1,000	33,000	33,700	20,000	20,111
Janitorial	182,130	27,000	-	2,000	-	-	-	6,730	-	3,654	221,514	198,966	185,000	188,301
Rental	81,240	387,500	-	200,000	50,000	-	-	58,904	-	312,000	1,089,644	861,953	1,000,000	1,252,229
Repairs & maintenance I	402,518	22,880	-	-	-	-	-	11,000	-	49,000	485,398	539,872	581,733	110,962
Utilities	205,121	20,800	-	1,500	-	-	-	3,440	-	29,191	260,052	232,162	285,000	242,304
	928,609	460,180	-	203,500	50,000	-	-	82,714	-	405,845	2,130,848	1,903,367	2,131,733	1,873,627
Information Technology														
Computer services	71,160	-	-	-	-	-	-	-	-	-	71,160	48,000	76,160	25,768
Data communications	19,860	500	-	-	-	-	-	-	-	-	20,360	50,500	40,000	38,126
Equipment (non-capital)	61,700	6,000	-	-	-	-	-	33,432	-	-	101,132	123,891	94,624	33,109
Materials & supplies	2,000	-	-	-	-	-	-	-	-	-	2,000	9,000	127,707	5,872
Rental	600	-	-	-	-	-	-	-	-	-	600	1,200	25,000	54,588
Repairs & maintenance I	1,100	-	-	-	-	-	-	-	-	-	1,100	1,100	-	904
Software (non-capital)	58,866	4,345	-	20,000	40,000	-	-	1,340	-	-	124,551	130,176	95,000	112,268
	215,286	10,845	-	20,000	40,000	-	-	34,772	-	-	320,903	363,867	458,491	270,635
Operating														
Advertising	160,300	20,000	-	3,500	1,500	-	200	10,000	-	-	195,500	185,450	127,343	161,902
Association fees & dues	32,130	800	-	-	-	-	-	575	-	-	33,505	37,362	26,017	31,876
Bad debts	18,123	-	-	-	-	-	-		-	-	18,123	22,074	29,221	29,719
Financial services	14,106	40	-	-	-	-	-	-	-	-	14,146	21,909	20,665	16,970
In-service (includes PD)	127,849	-	-	-	-	-	-	7,600	-	-	135,449	112,474	60,639	91,907
Insurance	162,657	-	-	-	-	-	-	3,239	-	15,866	181,762	230,398	205,475	142,727
Materials & supplies	64,492	145,000	-	101,909	20,000	-	-	33,000	-	400	364,801	802,033	666,243	577,578
Postage, freight & courie	29,530	13,138	-	800	100	-	-	18,002	-	40	61,610	92,320	60,000	66,863
Printing & copying	59,140	30,000	-	60,000	2,500	-	8,900	84,750	-	-	245,290	157,309	195,000	180,994
Professional services	78,880	-	-	-	-	-	-	-	-	10,000	88,880	136,626	44,887	72,309
Resale items	-	150,000	-	-	-	-	-	174,520	-	-	324,520	263,800	301,908	262,594
Subscriptions	5,860	500	-	-	-	-	-	-	-	-	6,360	7,180	8,961	3,273
Telephone & fax	58,393	5,500	-	2,500	-	-	4,018	12,036	-	1,939	84,386	93,762	90,000	91,456
Travel	186,840	200,000	-	30,000	10,000	-	5,600	328,000	-	-	760,440	690,556	520,247	998,503
Other	20,000	-	-	-	-	143,062	-	-	56,000	-	219,062	211,000	27,894	110,875
	1,018,300	564,978	-	198,709	34,100	143,062	18,718	671,722	56,000	28,245	2,733,834	3,064,253	2,384,500	2,839,546
Personal Services														
Honoraria	31,940	-	-	-	-	-	-	-	-	-	31,940	36,871	36,871	27,275
Salaries	3,360,139	1,520,000	-	1,005,000	300,000	-	467,365	1,751,226	-	83,198	8,486,928	8,231,149	8,118,085	8,091,320
Other	65,000	55,000	-	30,000	15,830	-	-	57,000	-	6,500	229,330	239,874	200,000	183,835
Student Training Allowan	-	-	-	-	-	-	-	194,759	-	-	194,759	400,000	207,000	44,720
Employee benefits	563,687	289,418	-	100,292	56,070	-	88,004	374,952	-	22,714	1,495,136	1,398,275	1,560,953	1,292,047
	4,020,766	1,864,418	-	1,135,292	371,900	-	555,369	2,377,937	-	112,412	10,438,093	10,306,169	10,122,909	9,639,197
Total Expenses	$7,071,119	$ 4,878,353	$ -	$ 1,814,001	$566,000	$ 143,062	$576,587	$3,541,217	$ 56,000	$ 699,513	$ 19,345,851	$20,238,708	$ 19,944,345	$19,334,628

Schedule 4

Northlands College
Projected Schedule of General Expenses by Functional Area
for the year ended June 30, 2019

	2019 Projected General				**2019**	2018	2018	2017
	Governance	Operating and Administration	Facilities and Equipment	Information Technology	**Total General Budget**	Total General Budget	Total General Forecast	Total General Actual
Agency Contracts								
Contracts	$ -	$ 48,000	$ 30,600	$ 10,000	$ 88,600	$ 140,600	$ 140,600	$ 222,088
Instructors	-	-	-	-	-	-	-	-
	-	48,000	30,600	10,000	88,600	140,600	140,600	222,088
Amortization	-	-	583,366	-	583,366	591,676	599,017	724,051
Equipment								
Equipment (non-capital)	-	17,800	23,000	5,000	45,800	56,900	56,900	269,977
Rental	600	48,825	44,397	11,250	105,072	135,843	135,843	124,222
Repairs and maintenance	-	7,820	56,500	1,000	65,320	30,200	30,200	45,655
	600	74,445	123,897	17,250	216,192	222,943	222,943	439,854
Facilities								
Building supplies	-	6,600	19,000	-	25,600	25,600	25,600	37,867
Grounds	-		32,000	-	32,000	32,200	32,200	18,873
Janitorial	-		181,980	150	182,130	194,190	194,190	155,721
Rental	-	8,300	72,940	-	81,240	126,795	58,063	159,267
Repairs & maintenance bu	-		402,518	-	402,518	491,960	491,960	46,255
Utilities	-	34	205,087	-	205,121	201,087	201,087	184,749
	-	14,934	913,525	150	928,609	1,071,832	1,003,100	602,732
Information Technology								
Computer services	-	28,000	-	43,160	71,160	48,000	48,000	25,568
Data communications	-		-	19,860	19,860	50,500	50,500	37,460
Equipment (non-capital)	3,600	10,500	-	47,600	61,700	45,000	45,000	25,804
Materials & supplies	-		-	2,000	2,000	9,000	9,000	5,872
Rental	-		-	600	600	1,200	889	1,278
Repairs & maintenance	-	600	-	500	1,100	1,100	1,100	904
Software (non-capital)	-	17,300	-	41,566	58,866	82,150	82,150	65,222
	3,600	56,400	-	155,286	215,286	236,950	236,639	162,108
Operating								
Advertising	3,200	156,450	500	150	160,300	116,450	116,450	124,831
Association fees & dues	30,000	2,130	-	-	32,130	34,880	34,880	30,518
Bad debts	-	18,123	-	-	18,123	22,074	22,074	29,719
Financial services	-	5,171	8,935	-	14,106	21,909	21,909	16,912
In-service (includes PD)	10,000	106,449	4,800	6,600	127,849	98,474	98,474	90,920
Insurance	11,826	14,524	136,307	-	162,657	163,138	163,138	138,623
Materials & supplies	500	63,492	500	-	64,492	63,592	63,592	63,408
Postage, freight & courier	50	26,780	500	2,200	29,530	29,720	29,720	35,128
Printing & copying	-	59,140	-	-	59,140	28,690	28,690	36,166
Professional services	-	78,880	-	-	78,880	126,626	126,626	72,309
Resale items	-	-	-	-	-	45,000	45,000	52,302
Subscriptions	-	5,740	-	120	5,860	6,180	6,180	2,640
Telephone & fax	3,617	45,176	3,000	6,600	58,393	53,692	53,692	68,108
Travel	71,864	100,436	8,500	6,040	186,840	226,254	177,842	156,722
Other	-	20,000	-	-	20,000	20,000	20,000	11,121
	131,057	702,491	163,042	21,710	1,018,300	1,056,679	1,008,267	929,427
Personal Services								
Honoraria	31,940	-	-	-	31,940	36,871	36,871	27,275
Salaries	-	2,964,332	214,149	181,658	3,360,139	3,529,781	3,236,471	3,754,867
Other	-	55,000	10,000	-	65,000	29,374	29,374	29,147
Employee benefits	1,278	486,757	40,359	35,293	563,687	560,907	560,907	597,488
	33,218	3,506,089	264,508	216,951	4,020,766	4,156,933	3,863,623	4,408,777
Total General Expenses	$ 168,475	$ 4,402,359	$ 2,078,938	$421,347	$7,071,119	$ 7,477,613	$7,074,189	$7,489,037

Schedule 5

Northlands College
Projected Schedule of Accumulated Surplus
for the year ended June 30, 2019

	June 30 2017 Actual	June 30 2018 Forecast	June 30 2018 Budget	Additions During the Year	Reductions During the Year	**June 30 2019 Budget**	June 30 2020 Estimated
Invested in Tangible Capital Assets							
Net Book Value of Tangible Capital Assets	$ 5,694,888	$ 5,379,079	$ 5,064,126	$ 93,400	$ 583,366	**$ 4,889,113**	$ 4,319,216
Less: Debt owing on Tangible Capital Assets	$ 343,230	$ 342,713	$ 224,253	$ -	$ 133,223	**$ 209,490**	$ 79,872
	$ 5,351,658	$ 5,036,366	$ 4,839,873	$ 93,400	$ 450,143	**$ 4,679,623**	$ 4,239,344
External Contributions to be Held in Perpetuity	$ -	$ -	$ -	$ -	$ -	**$ -**	$ -
Internally Restricted Operating Surplus							
Capital Projects:							
Capital Purchase	$ 103,024	$ 215,000	$ 103,024	$ -	$ 78,361	**$ 136,639**	$ 25,242
Building Capital	$ 175,000	$ 175,000	$ 175,000	$ -	$ -	**$ 175,000**	$ 175,000
Building/Equipment Maintenance	$ 5,864	$ 5,864	$ 5,864	$ -	$ -	**$ 5,864**	$ 5,864
Information Technology	$ 26,133	$ 23,633	$ 21,129	$ -	$ -	**$ 23,633**	$ 23,633
Non-Capital:							
Adult Basic Education	$ 13,000	$ -	$ -	$ -	$ -	**$ -**	$ -
Critical Needs	$ 25,201	$ -	$ -	$ -	$ -	**$ -**	$ -
Education Leave	$ 281,504	$ 281,504	$ 247,529	$ -	$ -	**$ 281,504**	$ 281,504
Training and Education	$ 19,659	$ 19,659	$ 19,659	$ -	$ -	**$ 19,659**	$ 19,659
	$ 649,385	$ 720,660	$ 572,205	$ -	$ 78,361	**$ 642,299**	$ 530,902
Other:							
Various Other Appropriations from Ministries	$ 896,567	$ 347,081	$ 864,411	$ 482,500	$ 590,518	**$ 239,063**	$ 239,065
Skill Training Allocation	$ (170,160)	$ -	$ (442,941)	$ 2,110,000	$ 2,061,859	**$ 48,141**	$ 511,446
Sector Partnerships	$ 14,432	$ 26,932	$ 4,424	$ -	$ 26,932	**$ -**	$ -
Adult Basic Education	$ 108,172	$ 353,967	$ (50,716)	$ 1,649,000	$ 1,595,000	**$ 407,967**	$ 461,966
On-Reserve Training	$ 484,159	$ 309,534	$ 230,665	$ 391,000	$ 405,000	**$ 295,534**	$ 281,534
ABE - EWSP	$ -	$ 50,000		$ 200,000	$ 250,000	**$ -**	$ -
University	$ -	$ -	$ -	$ 2,658,000	$ 2,658,000	**$ -**	$ -
Northern Skills Training	$ 140,779	$ -	$ 641,098	$ 1,373,000	$ 1,290,531	**$ 82,469**	$ 585,827
Northern Health Strategy	$ 220,147	$ 107,844	$ 208,563	$ 360,000	$ 290,357	**$ 177,487**	$ 599,181
	$ 1,694,096	$ 1,195,358	$ 1,455,504	$ 9,223,500	$ 9,168,197	$ 1,250,661	$ 2,679,019
Unrestricted Operating Surplus	$ 523,566	$ 786,655	$ 734,488	$ -	$ 72,789	**$ 713,866**	$ 762,626
Total Accumulated Surplus from Operations	$ 8,218,705	$ 7,739,039	$ 7,602,070	$ 9,316,900	$ 9,769,490	**$ 7,286,449**	$ 8,211,891
Accumulated Surplus - Northlands College Scholarship Foundation, Inc.	$ 224,040	$ 254,500	$ 164,026	$ -	$ 34,000	**$ 220,500**	$ 200,694
Total Accumulated Surplus	$ 8,442,745	$ 7,993,539	$ 7,766,096	$ 9,316,900	$ 9,803,490	$ 7,506,949	$ 8,412,585

APPENDIX B

Government of Saskatchewan

Skills Training Program Management Plan
2018-19

Delivery Institution: Northlands College **Date Submitted:** 11-May-18

Program Information							ECON Funding				Other Funding		Total Cost	Rationale
Program Name	Standard Program Name	Location	Start Date (dd/mmm/yy)	End Date (dd/mmm/yy)	# Program Days	Program Capacity	Projected STA Funding [A]	Projected Northern Skill Training Funding	Projected Northern Health Initiative	Use of Carryover [B]	Tuition & Books [C]	Partner Contribution [D]	Total Course Cost [A+B+C+D]	Brief Rationale for Program
Plan A							$2,110,000	$1,373,000	$580,148			$368,365		
Addictions Counselling Diploma (Year 1)	Addictions Counselling Diploma (Year 1)	Air Ronge	13/08/2018	28/06/2018	208	20	$291,000				$96,000	$18,050	$405,050	Shortage of qualified health professionals in this field in northern Saskatchewan. NITHA
Practical Nursing Diploma (Year	Practical Nursing Diploma (Yea	Air Ronge	17/09/2018	10/05/2019	150	7					$39,417	$250,000	$289,417	Program will run again to meet the needs for more nursing professionals in northern Saskatchewan. MCRHRA
Continuing Care Assistant Certifi	Continuing Care Assistant Certi	Air Ronge	17/09/2018	10/05/2019	164	12			$114,332		$64,896		$179,228	Program will run again to meet the needs for more nursing professionals in northern Saskatchewan.
Educational Assistant Certificate	Educational Assistant Certificate	Buffalo Narrows	04/09/2018	10/06/2019	180	12	$160,000				$55,296		$215,296	New program geared towards meeting the demands of education in northern Sk.
Mine Engineering Technician (Year 1)	Mine Engineering Technician (Year 1)	Air Ronge	04/09/2018	28/06/2019	187	12	$114,363	$198,342			$39,000		$351,705	Program will continue to run to meet the needs of industry in northern Saskatchewan.
Mine Engineering Technician (Year 2)	Mine Engineering Technician (Year 2)	Air Ronge	04/09/2018	26/06/2019	186	12		$221,826			$13,500		$235,326	Program will continue to run to meet the needs of industry in northern Saskatchewan.
Civil Technician	Civil Technician	Air Ronge	04/09/2018	21/06/2019	176	12	$155,371	$117,816			$51,480		$324,667	Program will continue to run to meet the needs of industry in northern Saskatchewan.
Institutional Cooking Applied Certificate	Institutional Cooking Applied Certificate	Buffalo Narrows	04/09/2018	06/02/2019	100	15	$125,293				$55,320		$180,613	Program developed to assist in developing individuals who want to be certified cooks.
Food Service Cook	Food Service Cook Applied Certificate	Buffalo Narrows	28/03/2019	25/06/2019	59	12	$117,946				$35,940		$153,886	Program developed to assist in developing individuals who want to be certified cooks.
Youth Care Worker	Youth Care Worker Certificate	Creighton	04/09/2018	06/07/2019	178	12	$150,000				$78,336		$228,336	Program developed to assist in meeting training and developing certified youth care workers in northern communities.
Office Administration Certificate	Office Administration Certificate	La Ronge	04/09/2018	17/05/2019	164	15	$160,000				$74,028		$234,028	Shortage of qualified office professionals in northern communities.
Recreation & Community Development	Recreation and Tourism Management Diploma (Year 1)	La Ronge	04/09/2018	30/04/2019		12	$148,662				$75,600		$224,262	Program has been brought to north to assist northern people who want to work in recreation and tourism, the program will enhance our communities through the individuals who become trained professinals.
Early Childhood Education Diploma	Early Childhood Education Diploma	La Ronge	04/09/2018	25/06/2018	190	12	$135,512				$81,192		$216,704	Shortage of qualified professionals in this field in northern Saskatchewan.
Trades Prep	Trades Prep	Stony Rapids	05/09/2018	31/05/2019	253	12		$293,431			$81,000		$374,431	Program developed to prepare far north residents for careers in the trades area.
Plumbing and Pipefitting - Applied Certficate	Plumbing and Pipefitting Applied Certificate	Buffalo Narrows	04/09/2018	18/01/2019	87	12	$103,603				$28,608		$132,211	Program developed to answer demand from northern communities for the shortage of plumbers in northern Saskatchewan.
Plumbing and Pipefitting - Applied Certficate	Plumbing and Pipefitting Applied Certificate	Air Ronge	04/02/2019	14/06/2019	86	12	$119,914				$28,608		$148,522	Program developed to answer demand from northern communities for the shortage of plumbers in northern Saskatchewan.
Carpentry Certificate	Carpentry Certificate	Air Ronge	04/09/2018	26/04/2019	149	12	$119,165				$51,360		$170,525	Shortage of qualified skilled carpentry professionals in this field in northern Saskatchewan.
Line Tech Fundamentals	Line Tech Fundamentals	Air Ronge	15/04/2019	24/05/2019	29	20		$83,399				$90,000	$173,399	
Auto Service Technician	Auto Service Technician	Air Ronge	04/09/2018	14/12/2018	72	12	$61,030				$42,000		$103,030	Shortage of trained auto service technicians in northern communities.
Auto Service Technician	Auto Service Technician	Buffalo Narrows	07/01/2019	05/04/2019	72	12	$100,000				$42,000		$142,000	Shortage of trained auto service technicians in northern communities.
NLSD Partnership								$130,000						
Workforce Attachment		Various	Various	Various	100	100		$195,717						
Traditional Economies		Various	Various	Various	100	100		$50,000						
					Total	457	$2,061,859	$1,290,531	$114,332	$0	$1,033,581	$358,050	$4,482,636	

Government of Saskatchewan

Skills Training Program Management Plan

2019-2020

Delivery Institution: **Northlands College**

Program Name	Standard Program Name	Location	Program Capacity	Brief Rationale for Program
Addictions Counsellor Yr 1	Addictions Counselling Diploma (Year 1)	Air Ronge	20	
Auto Service Technician	Auto Service Technician	Air Ronge	12	
Carpentry Certificate	Carpentry Certificate	Air Ronge	12	
Continuing Care Certificate	Continuing Care Assistant Certificate	Air Ronge	12	
Early Childhood Education Diploma Yr 1	Early Childhood Education Diploma	Air Ronge	12	
Computer Networking Technician	Computer Networking Technician Certificate	Air Ronge	12	
Disability Support Worker	Disability Support Worker Certificate	Air Ronge	12	
Food Service Cook	Food Service Cook Applied Certificate	Buffalo Narrows	12	
Office Administration	Office Administration Certificate	Stony Rapids	12	
Recreation & Community Development (Yr 1)	Recreation and Tourism Management Diploma (Year 1)	Buffalo Narrows	12	
Welding	Welding Certificate	Buffalo Narrows	12	
Youth Care Worker	Youth Care Worker Certificate	Buffalo Narrows	12	
Civil Technician	Civil Technician	Air Ronge	12	
Practical Nursing Yr 1	Practical Nursing Diploma (Year 1)	Air Ronge	7	
Other Institute Credit Programming				
Program Name	**Standard Program Name**	**Location**	**Capacity**	**Rationale**
Water Conservation Management Diploma Yr 2 (Lakeland College)	Water Conservation Management Diploma Yr 2 (Lakeland College)	Air Ronge	12	Program is geared towards meeting the demands of industry.
Mining Engineering Technician Yr 2	Mining Engineering Technician Yr 2	Air Ronge	12	

Government of Saskatchewan

Skills Training Program Management Plan

2020-2021

Delivery Institution: Northlands College

Program Name	Standard Program Name	Location	Program Capacity	Brief Rationale for Program
Addictions Counsellor Yr 1	Addictions Counselling Diploma (Year 1)	Air Ronge	20	
Auto Service Technician	Auto Service Technician	Air Ronge	12	
Carpentry Certificate	Carpentry Certificate	Air Ronge	12	
Continuing Care Certificate	Continuing Care Assistant Certificate	Air Ronge	12	
Early Childhood Education Diploma Yr 2	Early Childhood Education Diploma	Air Ronge	12	
Computer Networking Technician	Computer Networking Technician Certificate	Air Ronge	12	
Disability Support Worker	Disability Support Worker Certificate	Air Ronge	12	
Food Service Cook	Food Service Cook Applied Certificate	Buffalo Narrows	12	
Office Administration	Office Administration Certificate	Stony Rapids	12	
Recreation & Community Development (Yr 2)	Recreation and Tourism Management Diploma (Year 1)	Buffalo Narrows	12	
Welding	Welding Certificate	Buffalo Narrows	12	
Youth Care Worker	Youth Care Worker Certificate	Buffalo Narrows	12	
Civil Technician	Civil Technician	Air Ronge	12	
Practical Nursing Yr 2	Practical Nursing Diploma (Year 2)	Air Ronge	7	
Other Institute Credit Programming				
Program Name	**Standard Program Name**	**Location**	**Capacity**	**Rationale**
Water Conservation Management Diploma Yr 1 (Lakeland College)	Water Conservation Management Diploma Yr 1 (Lakeland College)	Air Ronge	12	Program is geared towards meeting the demands of industry.
Mining Engineering Technician Yr 1	Mining Engineering Technician Yr 1	Air Ronge	12	

APPENDIX C

Government of Saskatchewan

Adult Basic Education
Program Management Plan for 2018-19

Post-Secondary Insitution: Northlands College **Date Submitted: March 20, 2018** **Page 1 of 3**

Program Background				Partners	Program Information					Program Capacity		ECON Funding		Anticipated Funding Partners		
Program Name	**Program Level**	**Location**	**On-Reserve/ Off-Reserve**	**Partners**	**Start Date (dd/mm/yy)**	**End Date (dd/mm/yy)**	**Total # of Days**	**# of Hours per Day**	**Total Hours**	**Seat Capacity**	**# of FLE's**	**Projected ABE Funding [A]**	**ABE Carry Over Funds Used * [B]**	**K-12 Funding for 18-21 Year Olds [C]**	**Other Funding [D]**	**Total Anticipated Program Funding [A+B+C+D]**
Ad. Ess. Skills	*Levels 1/2*	*La Ronge*	*Off-Reserve*		*27/08/2018*	*27/05/2019*	*170*	*6*	*1,020*	*20*	*29.1*	*$186,000.00*				*$186,000.00*
Adult 10	*Level 3*	*La Ronge*	*Off-Reserve*		*27/08/2018*	*27/05/2019*	*170*	*6*	*1,020*	*50*	*72.9*	*$305,000.00*				*$305,000.00*
Adult 10	Level 3	Creighton	Off-Reserve		27/08/2018	27/05/2019	170	6	*1,020*	20	29.1	$130,000.00				*$130,000.00*
Adult 10	Level 3	Buffalo Narr.	Off-Reserve		27/08/2018	27/05/2019	170	6	*1,020*	15	21.9	$125,000.00				*$125,000.00*
Adult 12	Level 4	La Ronge	Off-Reserve		27/08/2018	27/05/2019	170	6	*1,020*	90	131.1	$559,000.00				*$559,000.00*
Adult 12	Level 4	Creighton	Off-Reserve		27/08/2018	27/05/2019	170	6	*1,020*	20	29.1	$130,000.00				*$130,000.00*
Adult 12	Level 4	Buffalo Narr.	Off-Reserve		27/08/2018	27/05/2019	170	6	*1,020*	15	21.9	$125,000.00				*$125,000.00*
Adult 12 (Par	Level 4	Ile-A-La-Cross	Off-Reserve	Ile-x SD	27/08/2018	27/05/2019	170	6	*1,020*	15	21.9	$35,000.00				*$35,000.00*
Adult 10	Level 3	Black Lake	On-Reserve		27/08/2018	27/05/2019	170	6	*1,020*	15	21.9	$165,000.00				*$165,000.00*
Adult 10	Level 3	Bea.-La Plong,	On-Reserve		27/08/2018	27/05/2019	170	6	*1,020*	15	21.9	$120,000.00				*$120,000.00*
Adult 10	Level 3	Sandy Bay	On-Reserve		27/08/2018	27/05/2019	170	6	*1,020*	15	21.9	$120,000.00				*$120,000.00*
								66	**11,220**	**290**	**422.6**	**$2,000,000.00**	**$0.00**	**$0.00**	**$0.00**	**$2,000,000.00**

*** Subject to approval.**

In the chart below, please enter the total # of programs in each program category planned for 2018-19.

2018-19 Program Delivery Projections	
Levels 1/2	**1**
Level 3	**6**
Level 4	**4**
GED Prep Informal	
EAL	
TOTAL	**11**

Comments:

Government of Saskatchewan

Adult Basic Education
Program Management Plan for 2019-20

Post-Secondary Institution: Northlands College **Date Submitted: March 20, 2018** **Page 2 of 3**

Program Details				Program Capacity
Program Name	**Program Level**	**Location**	**On-Reserve/ Off-Reserve**	**Seat Capacity**
Adult Essential Skills	Levels 1/2	La Ronge	Off-Reserve	20
Adult 10	Level 3	La Ronge	Off-Reserve	50
Adult 10	Level 3	Buffalo Narrows	Off-Reserve	15
Adult 10	Level 3	Creighton	Off-Reserve	20
Adult 12	Level 4	La Ronge	Off-Reserve	90
Adult 12	Level 4	Buffalo Narrows	Off-Reserve	15
Adult 12	Level 4	Creighton	Off-Reserve	20
Adult 10	Level 3	Black Lake (BLFN)	On-Reserve	15
Adult 10	Level 3	Deschambeault Lake (PBCN)	On-Reserve	15
Adult 10	Level 3	La Plonge (ERFN)	On-Reserve	15
				275

In the chart below, please enter the total # of programs in each program category projected for 2019-20.

2019-20 Program Delivery Projections		Comments:
Levels 1/2	1	
Level 3	6	
Level 4	3	
GED Prep Informal		
EAL		
TOTAL	**10**	

Adult Basic Education
Program Management Plan for 2020-21

Post-Secondary Institution Northlands College   **Date Submitted: March 20, 2018**   Page 3 of 3

Program Details				**Program Capacity**
Program Name	**Program Level**	**Location**	**On-Reserve/ Off-Reserve**	**Seat Capacity**
Adult Essential Skills	Levels 1/2	La Ronge	Off-Reserve	20
Adult 10	Level 3	La Ronge	Off-Reserve	50
Adult 10	Level 3	Buffalo Narrows	Off-Reserve	15
Adult 10	Level 3	Creighton	Off-Reserve	20
Adult 12	Level 4	La Ronge	Off-Reserve	90
Adult 12	Level 4	Buffalo Narrows	Off-Reserve	15
Adult 12	Level 4	Creighton	Off-Reserve	20
Adult 10	Level 3	Black Lake (BLFN)	On-Reserve	15
Adult 10	Level 3	Pelican Narrows (PBCN)	On-Reserve	15
Adult 10	Level 3	Canoe Narrows (CLFN)	On-Reserve	15
				275

In the chart below, please enter the total # of programs in each program category projected for 2020-21.

2020-21 Program Delivery Projections		**Comments:**
Levels 1/2	1	
Level 3	6	
Level 4	3	
GED Prep Informal		
EAL		
TOTAL	**10**	

APPENDIX D

2018-19 Fiscal Year PTA Forecast

Government of Saskatchewan

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

Purpose of template: to assist with forecasting the demand of PTA for ABE and STA programs from July 2018 to March 2019 and to show how the forecasted amount is calculated

Institution: Northlands College **Date:** 30-Apr-18

Program Name	Location	Seat Capacity	Estimated Program Fill Rate (%)	Estimated % of learners that will be PTA eligible	Realized Capacity (seat capacity x fill rate x PTA eligible rate)	Length of program (in months) (Jul 2018 to Mar 2019)	Avg payment per learner per month	Total Amount (realized capacity x length of program x avg payment per month)
		A	B	C	D=(A x B x C)	E	F	D x E x F
ABE								
Levels 1/2	La Ronge	20	85%	100%	17.00	7	$1,330	$158,270
Level 3	La Ronge	50	65%	100%	32.50	7	$1,330	$302,575
Level 4	La Ronge	90	78%	98%	68.80	7	$1,330	$640,491
Level 3	Creighton	20	65%	100%	13.00	7	$1,556	$141,596
Level 4	Creighton	20	78%	100%	15.60	7	$1,556	$169,915
Level 3	Buffalo Narrows	15	65%	100%	9.75	7	$1,355	$92,479
Level 4	Buffalo Narrows	15	78%	100%	11.70	7	$1,355	$110,975
							Total	$1,616,300
STA								
Food Service Cook	Buffalo Narrows	12	80%	100%	9.60	3	$1,355	$39,024.00
					0.00			$0.00
					0.00			$0.00
					0.00			$0.00
							Total	$39,024
Grand Total								$1,655,324
					Office Use Only		Apr-18	$
							May-18	$
							Jun-18	$
					PTA Forecast Total for 2018-19 Fiscal Year			$

Note: This model assumes that the student stays in the program for the full program length, or that the seat is utilized by another learner receiving PTA.

2018-19 PTA Forecast

Main Principle: Equitable access for ABE learners to PTA across all institutions

As there are different practices in managing and monitoring PTA among institutions, it results in potential differential accessibility for learners to apply and receive PTA across the province. Therefore, the Ministry seeks to understand the institutions' practices and eventually moving towards consistent practices to ensure equitable accessibility to PTA for ABE learners across the province.

1. What is the institution's approach to managing the PTA shadow allocation? (e.g. rationing, prioritization of programs, priority access to single parents vs singles with no children etc.)

Answer:

As one of our main goals is to increase the number of Grade 12 graduates within northern Saskatchewan and many of our students can access funding through other means for post-secondary programs, we focus our PTA mostly on ABE programs. We are in the unique situation to get the most out of these dollars for increasing indigenous graduation rates within the province, as our self-declared indigenous rate for ABE programs sits at 97% on average since 2012-13. We achieve this by prioritizing applicants who have not graduated yet for our ABE programs. At the same time, we recognize that indigenous employees within the skilled workforce also requires attention. This means that upgrading unqualified applicants (e.g. pre-requisite courses were not available in small northern community or applicant achieved low marks) or previous grads with low skill levels (e.g. unsuccessfully tried post-secondary programming already) are essential to the success of these students. We work with these upgraders to prepare them for success in post-secondary programming.

2. What is the institution's approach to forecasting PTA allocation?

Answer:

The number of available seats in the program times the average fill rate (based on the tracking of usage over the last two years) times the average monthly amount (based on location provided by the Ministry). The average monthly amount appears to be too low for some community areas for certain programs so the fill rate was adjusted accordingly.

3. What is the institution's approach to monitoring PTA allocation?

Answer:

We look at the paid/committed report sent by the Ministry every month and compare them to the forecasted numbers. We use these newest up-to-date numbers to update our forecast. We also track new applicant numbers during intake periods to assess potential access to PTA and then continued availability. We do see some aubstantial swings in PTA usage depending on the year and program. For example, Levels 1 & 2 in La Ronge has a $67,000 difference between 2016-17 and the current year with no changes in seat numbers. These variables make forecasting more challenging.