

Make it great



16-17

BUSINESS PLAN

great plains
college



Executive Summary

Over the next three years, Great Plains College will embark on a journey toward achieving our vision of '*growth, prosperity and quality of life through education and training*' for all that work with our organization. The 2016-17 business plan is the first step in this journey; building upon our reputable past as an educational leader in the region in order to provide quality programming and skill development as we move forward.

The next step in the process is the introduction of a newly refined strategic plan. This three-year plan is one that respects and builds on the integrity of our previous strategic plan while ensuring increased accountability and focus through establishing clearly defined goals, objectives and success measures. The plan aligns with the *Saskatchewan Plan for Growth* and focuses our organization on assisting the province in meeting its goals through our contribution to the education and training sector. Our new strategic plan – 2016 to 2019 – will roll out early in the 2016-17 academic year.

Great Plains College provides programs and services within a large geographic area—from Maple Creek in the south to Warman in the north. Although programs remain the core of operations at the college, we have also invested significantly in the support units of the organization which has resulted in an improved experience for learners. The continued focus on improved services in the areas of student services, registration, development, athletics, alumni, communications, marketing and information technology remains fundamental in meeting the goals and targets of our new strategic plan. With improvements ongoing in these areas, the college is now in a position to begin to focus on shifting its programming culture. This includes emphasizing teaching and learning throughout the organization, engaging faculty more broadly and evolving the technology and program delivery models in the classroom. This shift will contribute to better serving learner needs in a modern college environment.

Fundamental to the successful implementation of our new strategic plan is effectively working with our educational and industry partners. Our partnership activity ranges from external investment in equipment and technology, working with sector groups such as health regions, school districts and trades associations to offer training of mutual interest, to enhancing the transition to employment for students.

Adult basic education, essential skills, literacy and workplace development training have also been reviewed and renewed to ensure access for learners to post-secondary education and direct linkages to employment. English as a Subsequent Language program demand remains strong with programs spread throughout all geographic regions of the organization. Exploration of different models of delivery for language training is a major focus during the upcoming year.

The continued investment in the Preventative Maintenance and Renewal fund is greatly appreciated as it will continue to provide opportunity for renewal and major capital activities. We have been successful on this front for 2015-16 and 2016-17 with the renovation of the GPC North building, which will be complete by August 2016, and approval for Phase 1 of the Gymnasium Renewal project in Swift Current. Other emerging needs are outlined in the Business Plan in the section entitled *Facilities and Capital*.

Our most pressing challenge for 2016-17 and beyond will be sustaining core operations and services in the context of changes to funding models. Changes to Skills Training Allocation (STA) funding have shifted the cost dynamics on the operating side of the organization, thus producing a growing deficit for 2016-17 and beyond. At this juncture, without additional funding, our ability to effectively work with partners, implement programs and ensure that students have the supports required to be successful, will be compromised. Much more aggressive measures will need to be employed for 2017-18 to control this deficit, which will most likely include a reduction of programming and services resulting in loss of jobs at Great Plains College.

Other challenges the college continues to face include, but are not limited to:

- The economic downturn and impact on the oil and gas sector. This will have a direct effect on funding given fiscal restraint at the provincial level and on the regional economy and the demand for training.
- The ability to attract and retain qualified and experienced staff, particularly at the senior management level, and some key instructional positions.
- The lack of autonomy within regional colleges around programing decisions and the inability to accredit programs and courses.
- Increased administrative reporting requirements without enhanced operational support for these activities.
- The cost of and funding for infrastructure maintenance and renewal including facilities, IT and other capital needs.

Opportunities for Great Plains College, which are outlined in more detail in this Business Plan, include:

- Program growth through the three-year plan, including a business diploma, certificate in Liberal Arts, programming in hospitality and tourism, expansion in power engineering and practical nursing (Kindersley) and more clearly defined pathways and articulation in university programming.
- Growth in continuing education and business development through partnerships with the private sector, particularly those that access the Canada-Sask Job Grant.
- Delivering Adult Basic Education in a student-centred environment that integrates life and employment skill components into programming in addition to academic offerings.
- Attracting increased numbers of international students and ensuring a welcoming environment that embraces and celebrates multi-culturalism.
- Developing an aboriginal strategy that promotes cultural awareness and enhances our ability to serve and support First Nation students.
- Continued investment in scholarships and fundraising activities to support student success.

Overall, the college faces significant challenges as it heads into the 2016-17 academic year. Despite these challenges, the college moves forward optimistically and aggressively in meeting the education and training needs of our region. We look forward to working with our Ministry partners to ensure our ability to provide an environment conducive to student success remains intact.

Section A: Goals, Objectives, Key Actions and Success Measures: 2016-17 Targets

Great Plains College has put considerable effort into ensuring alignment of day to day activity of the individual employee through to global performance at the institutional level. We are establishing more accountability through clearly defined goals, objectives and success measures. Additional alignment is found by connecting college goals and activities with the provincial government's overall strategy for economic growth and prosperity.

The charts below show the objectives, performance and success measures planned for 2016-17 in a manner that articulates how those annual measures build into the broader three-year strategic plan as well as the government strategy. It is through this approach that internally we will be able to value the work of our people and globally recognize the contribution of Great Plains College to the provincial economy.

Goal: Optimize Student Success	
<p>Government of Saskatchewan Goals:</p> <ul style="list-style-type: none"> • 60,000 more people working in Saskatchewan by 2020 (Sk. Plan for Growth). • Students succeed in post-secondary education (Advanced Ed. 2015-16 Work Plan). • Align skills provision to the needs of the economy (Ministry of Economy 2015-16 Work Plan). • Meet the demands of a growing province. Strengthen alignment between post-secondary education and employment (Advanced Education 2015-16 Work Plan). • Increase the number of international post-secondary students studying in Saskatchewan by at least 50 percent by 2020 (Sk. Plan for Growth). 	
Objective	GPC 2016-17 Performance Measure
<p>1. <i>Improve pathways to meaningful employment or further education.</i></p>	<p>Employment rate of completers and graduates of post-secondary and Adult Basic Education programming one year after program end. Target: 80% 3-year baseline average (2011-14): 83% <i>(Source: Annual Graduate Follow-up Fast Consulting)</i></p> <p>Employment rate of completers and graduates of institute credit programming 60-90 days after program completion or graduation. Target: 75% 3-year baseline average (2012-15): 78% <i>(Source: 60-90 day follow-up Fast Consulting)</i></p> <p>Percentage of those considering pursuing further education from Great Plains College amongst post-secondary and Adult Basic Education completers and graduates one year after program end. Target: 70% 3-year baseline average (2011-14): 67% <i>(Source: Annual Graduate Follow-up Fast Consulting)</i></p> <p>Percentage of those that have taken further education or are currently enrolled amongst institute credit completers</p>

<p>2. <i>Enrich student learning experiences.</i></p> <p>3. <i>Enhance Student Life.</i></p> <p>4. <i>Inform prospective students of educational choices through marketing, communication and recruitment.</i></p>	<p>and graduates 60-90 days after program completion or graduation. Target: 30% 3-year baseline average (2012-15): 33% <i>(Source: 60-90 day follow-up Fast Consulting)</i></p> <p>Percentage of institute credit and Adult Basic Education completers and graduates that would recommend GPC to a friend, colleague or family member as reported 60-90 days after program completion. Target: 98% 1-year baseline (2014-15): 97% <i>(Source: 60-90 day follow-up Fast Consulting)</i></p> <p>Percentage of students surveyed that agreed or strongly agreed that 'The knowledge gained in the program will be useful.' Target: 92% 2-year baseline (2013-15): 91% <i>(Source: GPC Course and Instructor Evaluation)</i></p> <p>Number of distinct graduates and completers of their program from institute credit distinct enrolments. Target: 430 3-year baseline (2012-15): 432 <i>(Course: GPC Student Information System Key Performance Indicators)</i></p> <p>Number of distinct graduates and completers of their program from Adult Basic Education credit enrolments. Target: 150 3-year baseline (2012-15): 141 <i>(Source: GPC Student Information System Key Performance Indicators)</i></p> <p>Percentage of students who enrolled in institute credit programs that were retained by the institution until either completion or graduation from their program. Target: 88% 3-year baseline (2012-15): 88% (432/491)</p> <p>Percentage of students who enrolled in Adult Basic Education credit programs that were retained by the institution until either completion or graduation from their program. Target: 75% 3-year baseline (2012-15): 71% (141/198)</p> <p>Number of unique visitors to the website: Target: 100,403 (increase of 10%) 1-yr baseline: 54,912 (July 1, 2015-June 1, 2016) (Source: Google Analytics)</p>
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Actions Great Plains College will be undertaking in order to meet Objective #1 *Improve Pathways to meaningful employment or further education:*

- *Monitor retention and graduation rates and develop corrective responses in areas of concern.*
- *Increase access to employment opportunities and job search support for students.*
- *Foster and develop partnerships that connect students to employment.*
- *Increase and enhance the utilization of pathways to further education opportunities.*
- *Support international students in achieving post-secondary certification at our campuses.*

Actions Great Plains College will be undertaking in order to meet Objective #2 *Enrich student learning experiences:*

- *Pursue best practices in teaching and learning.*
- *Build capacity to accommodate students with special needs and barriers to success.*
- *Pursue best practices in student engagement.*

Actions Great Plains College will be undertaking in order to meet Objective #3 *Enhance student life:*

- *Increase student extra-curricular activities;*
- *Develop maintenance and renovations plans for facilities and equipment.*

Actions Great Plains College will be undertaking in order to meet Objective #4 *Inform prospective students of educational choices through marketing, communications and recruitment:*

- *Augment the website to include acceptance of fees and online registration.*
- *Collaborate with referral agencies to increase awareness of educational opportunities.*
- *Strengthen marketing and communication with potential student bases.*

Goal: Deliver Education to Meet Labour Market Demand	
<p>Government of Saskatchewan Goals:</p> <ul style="list-style-type: none"> • <i>60,000 more people working in Saskatchewan by 2020 (Sk. Plan for Growth).</i> • <i>Align skills provision to the needs of the economy (Ministry of Economy 2015-16 Work Plan).</i> • <i>Meet the demands of a growing province. Strengthen alignment between post-secondary education and employment (Advanced Education 2015-16 Work Plan).</i> 	
Objective	GPC 2016-17 Performance Measure
<p>1. <i>Identify and deliver quality programs and training to meet regional industry needs.</i></p>	<p>Employment rate of completers and graduates of post-secondary and Adult Basic Education programming one year after program end. Target: 80% 3-year baseline average (2011-14): 83% <i>(Source: Annual Graduate Follow-up Fast Consulting)</i></p> <p>Employment rate of completers and graduates of Institute credit programming 60-90 days after program completion or graduation. Target: 75% 3-year baseline average (2012-15): 78% <i>(Source: 60-90 day follow-up Fast Consulting)</i></p>

<p>2. <i>Engage with external stakeholders to define labour market needs and trends.</i></p>	<p>Percentage of students surveyed that agreed or strongly agreed that 'Opportunities to connect with employers were provided to them'. Target: 70% 2-year baseline (2013-15): 62% <i>(Source: GPC Course and Instructor Evaluation)</i></p> <p>Number of partnerships that contribute to the ability of the institution to execute programming-ex/seat sponsors, custom courses and partnership in program delivery. Target: 525 1-year baseline (2015-16): 522</p>
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Actions Great Plains College will be undertaking in order to meet Objective #1 *Identify and deliver quality programs and training to meet regional industry needs:*

- *Develop a five-year academic plan that is regionally sensitive and contributes to Saskatchewan's Plan for Growth.*
- *Develop quality assurance mechanisms and practices to ensure excellence in learning.*

Actions Great Plains College will be undertaking in order to meet Objective #2 *Engage with external stakeholders to define labour market needs and trends.*

- *Conduct environmental scans to stay current with regional industry needs.*
- *Work with industry stakeholders to define opportunities for business development and customized training.*

Goal: Value Employees	
<p>Government of Saskatchewan Goals:</p> <ul style="list-style-type: none"> • <i>Secure a better quality of life for all Saskatchewan people. (Sk. Plan for Growth).</i> • <i>Educating, training and developing a skilled workforce (Core Growth Activity Sk. Plan for Growth).</i> 	
Objective	GPC 2016-17 Performance Measure
<p>1. <i>Promote a safe, collaborative and respectful work environment.</i></p>	<p>Percentage of in-scope staff trained in Violence Risk and Threat Assessment (VTRA). Target: 95% No baseline exists</p>
<p>2. <i>Encourage professional growth to build organizational capacity.</i></p>	<p>Number of dollars invested by GPC to support employees' pursuit of professional development and in-service opportunities. Target: \$100,000 3-year baseline (2013-16): \$100,800.00 <i>(Source: GPC Professional Development records)</i></p>
<p>3. <i>Recognize employee's contributions.</i></p>	<p>Participation in annual staff gathering and long-service awards. Target: 85% 3-year baseline (2013-16): 84% <i>(Source: GPC Staff Gathering records)</i></p>

4. <i>Improve internal communications</i>	Response rate of eligible participants to internal college climate survey. Target: 80% No baseline exists - new initiative for 2016-17
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Actions Great Plains College will be undertaking in order to meet Objective #1 *Promote a safe, collaborative and respectful work environment:*

- *Improve management structure and definition of roles.*
- *Create avenues for employee interaction and engagement.*
- *Reinforce safety and security protocols.*

Actions Great Plains College will be undertaking in order to meet Objective #2 *Encourage professional growth to build organizational capacity:*

- *Establish a culture of lifelong learning.*
- *Strengthen technologically-informed learning within a multi-campus college.*

Actions Great Plains College will be undertaking in order to meet Objective #3 *Recognize Employee's Contributions:*

- *Celebrate success in the workplace.*

Actions Great Plains College will be undertaking in order to meet Objective #4 *Improve Internal Communications:*

- *Promote timely, accurate and consistent communication within the organization.*

Goal: Build & Enhance Partnerships	
<p>Government of Saskatchewan Goals:</p> <ul style="list-style-type: none"> • <i>Align skills provision to the needs of the economy (Ministry of Economy 2015-16 Work Plan).</i> • <i>Meet the demands of a growing province. Strengthen alignment between post-secondary education and employment (Advanced Education 2015-16 Work Plan).</i> • <i>Increase post-secondary attainment with a focus on underrepresented groups (Advanced Education 2015-16 Work Plan).</i> • <i>Provide financial supports for current and future students (Advanced Education 2015-16 Work Plan).</i> 	
Objective	GPC 2016-17 Performance Measure:
<p>1. <i>Increase external funding to assist with institutional operations and programming.</i></p>	<p>Annual Scholarship Donations made to the institution from private donors. Target: \$94,000* <i>*Please note: This does not include matching dollars provided by the Government of Saskatchewan)</i> No baseline: <i>*Invoicing periods changed in 2014-15 and no full year of data (15-16) exists yet.</i> <i>(Source: GPC financial records)</i></p>
<p>2. <i>Provide input to all levels of government on college growth and accountability.</i></p>	<p>Industry Credit (number of student enrolments) Target: 3,660 3-year Baseline (2012-15): 3,037 <i>(Source: GPC Student Information System Key Performance Indicators)</i></p>

	<p>Institute credit enrolment (distinct FT and PT enrolments) Target: 500 3-year Baseline (2012-15): 491 <i>(Source: GPC Student Information System Key Performance Indicators)</i></p> <p>Adult Basic Education–ABE credit enrolment (distinct total FT and PT enrolments) Target: 175 3-year Baseline (2012-15): 198 <i>(Source: GPC Student Information System Key Performance Indicators)</i></p> <p>University enrolment (distinct FT and PT enrolments) Target: 90 3-year Baseline (2012-15): 87 <i>(Source: GPC Student Information System Key Performance Indicators)</i></p>
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Actions Great Plains College will be undertaking in order to meet Objective #1 *Increase external funding to assist with institutional operations and programming:*

- *Work with provincial and federal agencies to secure increased funding in areas of college priority.*
- *Cultivate new contributors and provide outstanding donor stewardship.*

Actions Great Plains College will be undertaking in order to meet Objective #2 *Provide input to all levels of government on college growth and accountability:*

- *Collaborate with provincial ministries to enhance tools for registration and student life cycle management. Advocate for improved alignment of government policy and funding to prepare students for the provincial labour market.*

Section B: Strategic Initiatives

COLLEGE GYMNASIUM RENEWAL

The gymnasium at the Swift Current Campus supports varsity athletics teams (volleyball, basketball and badminton), orientation, fundraising and graduation events at the campus, numerous community activities including fitness classes, social events, and international/newcomer events, in addition to regular usage by a local theatre group. The facility is well known, accessible and frequently utilized by the Swift Current community.

At present, the floor is not useable for sports tournaments and a recent assessment has revealed cracked floor joists, eroded structural supports and deteriorating brick walls, to the point where it has now become a safety concern. The floor will need to be replaced and the space, in general, renovated. Over the next three years, the college envisions project support through the strategic Preventative Maintenance and Renewal Fund combined with a targeted fundraising campaign. Preliminary architectural and engineering assessments have been conducted and more detailed plans would be initiated upon funding approval. Some cost detail is provided in the *Facilities and Capital* section of this document. A detailed proposal has been submitted to the Capital Planning Branch of Advanced Education.

Timeframe: 3-5 years for complete project

2016-17: Phase one at cost of \$140,000—Address immediate safety concerns and long-term plan for the project.

Outcomes: Complete gym renewal satisfying the social and educational needs of the college and the Swift Current community for the next 25 years.

Funding: Provincial plus fundraising.

Cost Implications: Successful outcomes depend upon provincial government approval and funding.

ABORIGINAL STRATEGY

Great Plains College has invested significant resources in developing and articulating a strategy that will result in a more inclusive and affirming stance toward Indigenous peoples and issues. There are many layers to this strategy including providing direct resources to Indigenous and Métis students, developing greater cultural awareness of Aboriginal culture for students, staff, and faculty, and building partnerships with First Nations organizations and institutions. In particular, Great Plains College has good working relationships with Nekaneet First Nation, Whitecap Dakota First Nation, and the Living Skies Casino which operates under the Saskatchewan Indian Gaming Authority. A formal Council on Indigenous Initiatives has been established in order to provide support and recommendations for the College on these matters.

There are very specific costs associated with this strategy. First, the physical location of Great Plains College programming at Whitecap Dakota First Nation will be only available for the 2016-17 academic year and, thereafter, a new facility will need to be secured for 2017-18. Great Plains College is currently in discussion with the Whitecap Dakota Education Council on this matter. Second, the various initiatives associated with providing appropriate resources for Indigenous student success, increased cultural awareness, faculty and staff training, and developing organizational and institutional relationships are largely supported out of existing program and operational funds.

Timeframe: 2016-17 through to 2018-19

Outcomes: Increased awareness throughout the college amongst students, staff and administration on Aboriginal issues.

Funding: Existing program and operating dollars; on-reserve funding.

Cost Implications: Successful initiatives will depend upon sustainable funding, partnership contribution and ideally, increased support from government.

PROGRAM GROWTH

One focus for the college over the next few years is program expansion and enrolment management. The importance of increased opportunities for learners to post-secondary education and training and better access to jobs will be at the core of this initiative. Analysis and review of student and labour market demand has been ongoing and will continue to be developed and refined. Although the college remains optimistic in its attempts to implement programs on schedule over the next three years, expanded programming will require funding and approval timelines that are supportive of effective program planning and implementation. A draft, more detailed, outline of planned program expansion over three years, along with funding implications, is provided in the next section entitled *Program Plan*.

Timeframe: 2016-17 to 2018-19

Outcomes: Planned program growth to satisfy labor market demand but within a context of continued fiscal restraint

Funding: Skills Training allocation (STA) funding, Adult Basic Education (ABE) funding, English as Second Language Funding (ESL), Tuitions and Partnerships with industry.

Cost Implications: The need for additional workforce and student supports will impact the operating budget.

Section C: Programming

INSTITUTE AND UNIVERSITY CREDIT PROGRAM GROWTH 2016-17 TO 2018-19

A summary of new program initiatives in 2015-16 reveals several notable accomplishments. First, the Business Certificate offered on the Warman Campus met with good success with 11 students enrolled in its first year. This venture included two video conferenced classes that were transmitted between the Swift Current and Warman Campuses. Second, the Welding Upgrader program began in October 2015 on the Swift Current Campus with 11 full-time students and two others who took only the theory portions. Third, the Primary Care Paramedic began with a full cohort of 12 students on the Kindersley/Rosetown locations and is scheduled to run on a part-time basis until February 2017 with the clinical portion to follow. Finally, Cypress Health Region and Great Plains College collaborated on a unique full-time Continuing Care Aide program (April-August, 2016) in response to the extremely high demand for care aide professionals in the Swift Current region. The Primary Care Paramedic program is being run at a loss without any STA funding.

The success of new program initiatives in 2015-16 illustrates the proactive and labour-market sensitive strategy that Great Plains College has employed. Over the past 12 months, the college has successfully expanded educational and training opportunities for students interested in business careers in one of the most rapidly growing cities in Saskatchewan, worked with private welding firms in Swift Current to increase the capacity of apprentice welders and provided educational training in high demand health care disciplines.

NEW PROGRAMS OFFERED IN 2016-17

Certificate in Liberal Arts—Swift Current

The University of Regina and Great Plains College have agreed to offer a 30-credit hour Certificate in Liberal Arts on the Swift Current Campus. The first intake of students is September 2016. This certificate provides a first year of university studies from which students can proceed into a wide variety of baccalaureate degrees. This certificate is funded through the existing model for delivery of university courses at the regional colleges and allows students residing in the Swift Current region to access introductory university education that is delivered in a learning environment marked by small class sizes and personalized instruction.

Third Class Power Engineering—Kindersley

As a continuation of the Fourth Class Power Engineering program offered in Kindersley, this program seamlessly follows the completion of the prerequisite program and, pending approval by the respective Ministries, will begin in

April 2017. Located in the heart of the province's oil and gas sector, the Power Engineering programs at Great Plains College have very healthy student interest and the long-term vocational prospects remain very positive.

Certificate in Hospitality, Tourism and Gaming Management—Online certificate

While Great Plains College is not brokering this certificate, it has been integral in developing a tri-part relationship between First Nations University, the Living Skies Casino in Swift Current and the college itself. The certificate will be offered online by First Nations University, with Great Plains College hosting introductory face-to-face orientations to the program. The college has entered into this arrangement in support of encouraging greater indigenous involvement in the hospitality, tourism and gaming industries and in a desire to develop ongoing relationships with Aboriginal communities, organizations and educational institutions. There are no funding implications.

NEW PROGRAMS OFFERED IN 2017-18

Diploma in Business (Specialization in Management)—Swift Current Campus

The diploma in Business (Management) ladders on to the certificate in Business currently offered at Great Plains College in Swift Current. This diploma provides advanced Business training in a region that has little recourse to such education. Further, this diploma will draw upon several cohorts of students who have completed the current Business certificate and, given the block transfer agreements with the provincial universities, allows students who are interested in pursuing a B. Comm or a BBA to spend their first two years in Swift Current in a learning context that features small class sizes and personalized instruction. The development of the diploma in Business at both Swift Current and Warman Campuses allows for video conferencing of select courses from one campus to the other.

The development of the diploma in Business (Management) will require STA funding.

Diploma in Business (Specialization in Management)—Warman Campus

The diploma in Business (Management) ladders on to the certificate in Business currently offered at Great Plains College in Warman—one of the fastest growing cities in Saskatchewan over the past decade and, further, one that is projected to experience significant demographic growth over the next decade and beyond. This diploma allows Business certificate students to ladder seamlessly onto further study and allows students who are interested in a B. Comm or BBA to spend two years in a learning context that features small class sizes and personalized instruction. While most classes will be taught in a face-to-face format—this is not the case in the Business diploma offered in Saskatoon by Saskatchewan Polytechnic—the development of the diploma in Business at both Swift Current and Warman allows for video conferencing of select courses from one campus to another.

The development of the diploma in Business (Management) will require STA funding.

NEW PROGRAMS OFFERED IN 2018-19

Practical Nursing—Kindersley

In cooperation with Heartland Health Region, a two-year practical nursing program will be developed in order to address labour market needs in the Kindersley region.

The development of the Practical Nursing program will require funds for a six-bed nursing laboratory and ongoing STA funding.

Diploma in Liberal Arts

In collaboration with the University of Regina, this 60-credit hour diploma allows baccalaureate students to complete two years of university study, principally in addressing general education requirements and select introductory courses for some majors. This certificate is funded through the existing model for delivery of university courses at the regional colleges and allows students residing in the Swift Current region to access introductory university education that is delivered in a learning environment marked by small class sizes and personalized instruction. Face-to-face courses will be supplemented through distance and on-line learning formats.

NOTE: See Appendix A for the STA Charts.

ADULT BASIC EDUCATION PROGRAMMING 2016-17 TO 2018-19

Great Plains College has made significant progress in refining the programs offered in Adult Basic Education to focus on provision of a student centred learner environment that promotes student success through support of an ABE team of faculty and student supports. Intake processes have been adjusted to ensure an individualized approach is taken with each learner having a career and learning plan that outlines their specific path to both their short and long-term goals.

Early data shows these shifts have resulted in the ability for our organization to serve more learners (over 200 in 2015-16) thus eliminating all waitlists that previously existed at some locations. Additionally, we have been able to retain more of these learners for the length of the program as early interventions with learners exist.

The most significant program shift we have taken is movement away from one-room classrooms serving the broad array of learners (literacy through to upgraders) to a two-classroom model. In 2016-17 five of our six program locations have successfully made this transition with the last location expected to move to this premise by 2018-19 provided resources are available and student demand warrants this transition.

Adult 12 Programs

Our Adult 12 program focuses on ensuring students can meet their academic goals in a timely manner. The program serves learners that are looking to achieve their Adult 12 certification as well as many academic upgraders (particularly in the Swift Current and Warman programs). In 2016-17 we have increased investment in some locations to ensure the program length is conducive to moving through the curriculum at a reasonable pace for both learners and instructors as well as to allow additional subject offerings where need exists.

Pre-12 Programs

To ensure equal access and service at all locations the Pre-12 program is now offered in an identical format at all six of our locations. The two-session program runs from September until the end of April serving learners at the literacy, Adult 10 and GED levels. Teacher to student ratios have been limited to enhance the likelihood of success given the multiple barriers many of these students face.

At acceptance students are only guaranteed entry to the first session within the Pre-12 program. Invitation to return for the second session of the year is based on student progress thus creating motivation for those students who wish to continue. Initial reception to this approach has been positive.

Continued integration of life and employment skill development component into the program in addition to academic activity also continues to be a priority. Establishing a pathway to further education and-or attachment to the labor market is emphasized through multiple exposures throughout the program.

Sustainability

Strong relationships with the school divisions continue to result in funding to supplement our provincial allocation. This has led the program to remain in a stable financial position. An extensive business case was completed in advance of 2016-17 which has seen investments in various programs and locations shift to promote efficiencies and equitable delivery. Overall, expenditures remain at similar levels to 2015-16.

It is unknown the effect the expected Adult Basic Education funding model will have on the funds that can be expected by Great Plains College going forward. We look forward to continuing to participate in this process to ensure funding levels can continue to support our learners effectively.

NOTE: See Appendix B for the ABE Enrolment Management Plans.

ENGLISH AS A SUBSEQUENT LANGUAGE (ESL) PROGRAMMING

Co-funded agreements with Citizenship and Immigration Canada (CIC) as well as the provincial Ministry of the Economy have resulted in a continued commitment to newcomers through English as a Subsequent Language programming with an investment of over \$450,000 in the program area anticipated in the 2016-17 program year.

Full roll-out of the Portfolio-Based Language Assessment (PBLA) has now taken place. This has allowed each student to experience continuous assessment of their progress in language development. In addition, through the program each learner has enhanced their ability to secure and retain work as a result of the personal portfolio that is developed.

The college continues to see strong enrolments for English language training with a total of 275 learners served in 2015-16 (310 in 2013-14, 287 in 2014-15). In 2016-17 it is anticipated that Leader and Outlook will be added to the program plan as a result of influx of newcomers to these regions.

An emerging area of opportunity and challenge is the settlement of refugees to rural Saskatchewan as a result of private sponsorship. The first families have begun to arrive and are accessing our language programming. We will continue to support the community efforts in supporting these learners and advocate for continued planning in order to support these learners differing needs.

In collaboration with other regional colleges as well as the Ministry of the Economy, we will be exploring alternative modes of delivery in ESL in order to meet learner needs more effectively. This will be a major area of focus in 2016-17 that will be built into the application for funding as new multi-year agreements are negotiated with the federal funders in advance of the 2017-18 program year.

NOTE: See Appendix C for the ESL Enrolment Management Plan.

SKILLS AND SAFETY TRAINING

The mandate of the Skills and Safety Training division of the college is to work closely with industry and business in order to provide certification for the development of productive and safe employees. In response to the decline in oil and gas prices (and the industry more generally), one notable step that the college undertook was to decrease tuition by 15 per cent on select courses from March 1 to June 30, 2016. As a result, numerous new companies--and others that had not worked with the college for years--engaged our training with only a slight decrease in the overall number of customers served when compared to 2014-15. We aim to maintain these levels of business for 2016-17.

Overall Program Projections

Program	Projected Program Headcount and FLE's							
	2015-16 Budget		2015-16 Estimate		2016-17 Budget		2017-18 Forecast	
	HC	FLE's	HC	FLE's	HC	FLE's	HC	FLE's
Institute Credit	500	307.25	497	320	500	320	520	320
Industry Credit	3,200	81	2,800	76.25	3,660	84	3,750	85
Industry Non-credit	N/A	13	179	14.5	200	15	200	15
Adult Basic Education Credit	200	110	231	126	175	142.56	175	145
Adult Basic Education Non-credit	305	12	300	12	300	12	250	8
University	96	45	81	45	90	43	100	48

Section D: Human Resources

STAFFING LEVELS

Overall staffing levels for 2016-17 are expected to be stable and consistent with our recent fiscal years.

Adjustments planned for 2016-17 are not incremental to staffing levels, rather they are a reallocation of existing funds. Planned staffing changes include:

- Making two term positions permanent.
- Hiring a custodian employee in Kindersley rather than contracting out.
- Reducing Campus Attendant hours in Kindersley and Warman due to reduction of SCN/LIVE program participation.
- Region Managers move out-of-scope as of July 1, 2016.
- Adjustments to align Adult 12 and pre-12 ABE instructional positions throughout the college.
- Whitecap Dakota First Nation Educational Assistant position abolished and replaced with a pre-12 ABE instructor.
- Welding Instructor to be hired in Rosetown instead of assigned SK. Polytechnic instructor.
- Electrician Instructor to be hired in Biggar instead of assigned SK. Polytechnic Instructor.
- Administrative Assistant Instructor hiring required for one vacancy created by a retirement in Kindersley.
- Site Facilitator positions created in Swift Current and Warman to facilitate learning in the Business certificate courses that will be video conferenced between these locations.
- Incremental Lead Instructor role for LPN/CCA programs in Swift Current; implemented for succession planning.
- Slight reduction of LPN and CCA contracts as a result of program alignment with Biggar LPN.
- Slight reduction of Power Engineering 4 contracts as a result of program adjustments made by Saskatchewan Polytechnic.
- Incremental position for Power Engineering 3 program in Kindersley.
- Rosetown and Kindersley ECE programs have been cancelled.
- Summer ESL program offered again in Swift Current. It is anticipated additional ESL programs will be offered in Outlook and Leader due to demand.
- No ESL program in Ponteix.
- One ESL program in Biggar.
- Hire a Family Literacy Coordinator for the Rosetown Family Literacy Project due to resignation.
- Restructure Development unit.

- Executive organizational restructure to occur prior to 2017.

2015-16 Actuals

	In-Scope Admin and Out-of-Scope Management	Out-of-Scope Admin.	In-Scope Instructors & EAs	Out-of-Scope Instructors	Total
FTE	58.43	0.57	32.59	4.55	96.14
Employee Count	72	10	49	30	161

2016-17 Projections

	In-Scope Admin and Out-of-Scope Management	Out-of-Scope Admin	In-scope Instructors & EAs	Out-of-scope Instructors	Total
FTE	59.73	0.49	31.85	3.85	95.92
Employee Count	75	9	51	26	161

NOTE: *The 2017-18 staffing projections are expected to increase for the in-scope instructional positions due to incremental programming identified in the three-year program plan.*

Human Resources Focus

Human Resources plans to identify and implement in-service initiatives to be offered for Great Plains College staff from 2016-18. The Respect in the Workplace training initiative we implemented in 2014 will continue as part of our employee onboarding process. In addition, Great Plains College has implemented Violence Threat Risk Assessment (VTRA) protocols among our campuses. These protocols are designed to keep our school communities safe and prevent any acts of violence. The third major training initiative is the Instructional Skills Workshop training that we have provided to our faculty. There has been strong support of this initiative and we will continue to offer and support our instructors in this manner going into 2016-17. Our goal is to provide our faculty with excellent knowledge and skills so that we can provide high quality programs and support our new instructors. Another initiative HR will be reviewing in 2016-17, is supervisory skills training.

The recruitment focus for Great Plains College in 2016-17 will be on trades instructors. Saskatchewan Polytechnic has informed us that two of their trades instructors will not be returning to our college next year. As a result, we will be recruiting for an electrician and a welding instructor. The applicant pool for qualified Practical Nursing instructors continues to be a concern for Human Resources. As a result, our college will advocate for Saskatchewan Polytechnic to approve candidates who have an RN diploma and more than 15 years of RN experience. Currently, this is not accepted, which is limiting.

Human Resources will continue to focus on performance management initiatives and achievement of the identified organizational goals. Human Resource policies scheduled for review in 2016-17 include: Professional Development, Code of Ethics, Education Loan, Privacy, Respectful Learning and Working Environment, Document Retention, Conflict of Interest. In addition, new policies for Video Surveillance and Working Alone will be created in 2016-17.

Staff Organizations

The college staff working north of the South Saskatchewan River is unionized and staff in Swift Current and south of the South Saskatchewan River is non-unionized but negotiates through a staff association. All indications are that these arrangements are stable, so will not be altered in the immediate future. Both

agreements expire in August 2016, so new agreements will be renegotiated starting in early 2016.

Currently, all employees share a common job classification plan, compensation system, and fairly similar non monetary benefits. The college continues to communicate and build positive relationships with the local union, staff association committees and employee groups.

Section E: Sustainability Measures

PROGRAMS AND STRATEGIC ENROLMENT MANAGEMENT

The new three-year program planning process affords opportunities to rationalize program planning and articulate strategies for addressing existing demand for training, defining new markets, growing enrolments, dealing systematically with low enrolment programs and focusing resources more carefully on retention, graduation rates and employment. This will benefit all stakeholders in the province and help Great Plains College move forward over the next 5 to 10 years. A number of initiatives have already begun:

- A program plan to 2018-19.
- Achievement of international student designation.
- A new model for ABE with attention to individualized learning, enhanced life skill development and employability training.
- Suspension of low-enrolment programs and replacement with programs to address emerging demands from students and industry.
- More emphasis on cost recovery and revenue generating programs through partnerships with industry and other stakeholders.

COLLEGE RESERVES AND CAPITAL DEVELOPMENT

Aging infrastructure and the question of how to plan and fund for long term capital renewal is a clearly identified issue in the province. Great Plains College continues to make efforts to become less reliant on government by building reserves for capital development, fundraising, and through partnerships with industry and other stakeholders on cost sharing. These efforts need to be supported by sustained Ministry planning and funding, and efficient and timely approval mechanisms for major projects.

Unfortunately, beginning in 2016-17 and beyond, the college's reserves will continue to be depleted in attempts to reduce the growing operating deficit. By 2017-18, no further significant reserves will exist to help offset the costs of capital maintenance and renewal. The escalating costs of infrastructure renewal will continue to challenge the need to establish sustainability in the college's core business.

RESPONDING TO FISCAL RESTRAINT

Great Plains College has responded to calls from the Ministry to exercise fiscal restraint in college functioning and operations. Some initiatives implemented to date include:

- An economic and incremental wage freeze for all out-of-scope staff to 2016-17.
- Holding the line on filling new positions and vacancies.

- Restrictions on spending in other areas such as travel, materials and supplies, non-capital equipment, computer and information technology and some capital projects.

These initiatives help to control spending over the short run but, unfortunately such actions will not be enough beyond 2016-17. Changes to the STA program funding model have shifted the cost dynamic on the operating side of the organization thus producing a growing deficit for 2016-17 and beyond. At this juncture, without additional funding, much more aggressive measures will need to be employed for 2017-18 to control this deficit, most likely including reductions in programming and services resulting in loss of jobs. To prepare, in 2016-17 the college will:

- Review the level of service at each campus location and examine the feasibility of maintaining all locations.
- Review administrative services to ensure cost effectiveness of all positions.
- Review our program plan to ensure it meets student and market demand in a cost effective manner.

Our hope is that these measures will provide additional insight into how to sustain core operations and services under such conditions.

Section F: Information Technology

Emerging technologies and the desire to continually evolve in the area of information technology to meet the demands of today's youth including students and staff, tighter spending, mitigating risk and change management continue to be areas of focus and challenge as we move into the New Year.

In servicing Great Plains College's six locations, we must continue to maintain and update more than 350 computers, 27 Smartboards, 6 physical and 15 virtual servers and numerous projectors, mobile devices, copiers, video equipment and other devices including upgrading software products, maintaining licensing requirements, contain and assess security risks and continual training of the IT team as well as staff and students.

In 2015-16 the college experienced some immediate threats to systems. The college took immediate action in each situation including containment and restoration where necessary, changing processes in accounts payable to mitigate outside risks, communications across the college on ways to tighten security and performance of sweeps to ensure no residual threats existed on our website or servers. While each situation was contained and controlled quickly and professionally, the risks imposed by such threats became evident. As businesses continue to rely on computers and digital storage of essential data, cyber-attacks will continue to be a potential exposure. Hackers, thieves and other unauthorized individuals have become adept at exploiting weaknesses in business computer systems, whether through traditional hacking methods or social engineering. There are several types of attacks that could completely damage the ability to perform normal business activities and the college realizes the need for further education and risk control measures.

Accomplishments in 2015-16 include:

- Deployed Skype for Business 2015 communication tool.
- Deployment of DynamicPoint employee expense and credit card system in SharePoint.
- Upgraded Microsoft Dynamics accounting system to GP2015R2 from GP2013R2.
- Bandwidth upgrades in Swift Current, Kindersley, Biggar, Rosetown and Maple Creek.
- Drafted disaster recovery documentation.
- Deployed updated website with more upgrades and re-tooling currently in progress.
- Participation in Provincial Student Information System initiative.

In 2016-17 and beyond we will focus on:

- Migration to Windows 10.

- Upgrading to Microsoft Dynamics GP2016 Accounting System.
- Increasing security measures including training staff on acceptable use and recognition of threats.
- Continued development and updating of IT policies, guidelines and disaster recovery documentation.
- Continued exploration of module expansion in the GP system such as AP paperless, reporting improvements and budget tools.
- Research of mobility management tools, IT service and support software and cloud technology.
- Maintaining and updating our five-year replacement plan to enable the college to continue to replace obsolete equipment while setting up the infrastructure to prepare for coming advancements in technology.
- Continued research and education for future growth including cloud technology, hardware and software advancements, security and privacy options and other tools that align with the college's strategic plan.
- Continued participation in the Provincial Student Information System initiative currently in progress.
- Great Plains College is committed to establishing a Technology in Teaching and Learning plan that will guide the use of technology within the classroom.

Estimated major anticipated future investments

We typically spend somewhere between \$60,000 and \$100,000 a year on equipment maintenance and renewal depending on the planned renewal schedule. We do not anticipate any major future expenditures or projects at this time, other than any future obligation towards the SIS Provincial initiative and our regular rotation of equipment, but this could change drastically as technology progresses or as the college's future direction dictates.

Technologies advance at a very rapid pace, upgrading of information technology equipment requires much resourcing and learning to meet today's demands while maintaining a secure environment. Staff strive to meet these challenges on a daily basis but the challenge is especially difficult during times of fiscal restraint. The college will continue to focus on areas of highest risk and demand in order to serve our clients as best we can.

Section G: Facilities and Capital

Maintenance and renewal of aging infrastructure is recognized as an ongoing challenge in the province and within the regional college system in particular. Great Plains College is faced with the continuing challenges of renewal of aging buildings against a backdrop of increased demand for programs and services and community access to facilities.

As an example, the Swift Current Campus is approximately 65 years old. Originally a 1950's high school, the building is an aging property with deteriorating sub-structures and finishing requiring ongoing maintenance and renewal in order to remain a viable post-secondary teaching facility.

Currently, the main project being addressed is the revitalization of the Swift Current gymnasium. The gymnasium which supports varsity athletics, scholarship fundraising and graduation events as well as extensive community partners, is in poor condition with cracked floor joists, deteriorating brick walls and inadequate flooring for athletic competition. Financial details on the Gymnasium Renewal project are provided within the Preventative Maintenance and Renewal (PMR) and Equipment Renewal Plan Summary.

Renewal of the lease agreement for our facility in Warman continues with Prairie Spirit School Division. Usage of the Warman campus has grown exponentially creating challenges for program scheduling. We anticipate space needs for our programming at this facility to be tight in the immediate future. This may require us to find additional space

through facility rental in the broader community to meet our program demands. Completion of the additional secondary facility in the community will alleviate some of these pressures in the next few years

Finally, our Kindersley Campus is operating near capacity but is aging. We have invested in overhaul of the basement level in the past few years. However, it is anticipated that to continue to have a learner centered environment further upgrades to the main and upstairs level will be required.

As requested, the first table presents a summary of the ten-year major capital plan, the second table shows a breakdown of additional maintenance and renewal projects, and the third table a summary of land transactions.

Summary of Ten-Year Major Capital Plan

Campus Location	Leased/ Owned	Project Detail	Institution Priority	Estimated Cost	Institution Fund \$	Ministry Fund \$					Next 5 Years
						Year 1	Year 2	Year 3	Year 4	Year 5	
Warman Campus expansion	LEASED – PARTNERSHIP	Discussion underway with Prairie Spirit School Div. to expand campus to include trades shops in a new building.	MEDIUM	\$15,000,000							This project is at conceptual stage only. Funding would need to come from Ministry of Advanced Ed. and Ministry of Ed partnership.
Swift Current – Expand to Fire Hall	ACQUISITION	Purchase the City Fire Hall located on same block and convert to dormitory and classrooms to accommodate growth	MEDIUM /LOW	\$10,000,000							
Totals				\$25,000,000							

Preventative Maintenance and Renewal (PMR) and Equipment Renewal Plan Summary

Campus Location	Leased/ Owned	Project Detail	Institution Priority	Estimated Cost	Institution Fund 16-17	Ministry Fund \$		
						Year 1 2016-17	Year 2 2017-18	Year 3 2018-19
Gym Renovation Swift Current	Owned	Safety issues (floors unstable, not to code, bricks crumbling). New air system. new storage, new flooring, seating for lecture hall. Additional detail in Strategic Initiatives section.	HIGH	\$2,849,000	\$70,000 Phase I Planning Only	\$70,000 Phase I Planning Only	Unknown	Unknown
GPC North Renovation Swift Current Approved 2014. Approved to go 2015- 16	Owned	Rehab of entire space to include 7 office & 2 classrooms Project TO BE COMPLETED by Aug 2016	HIGH	\$375,000 Ministry contribution prior to 2016-17	\$250,000			

Swift Current - 2 nd nursing arts lab	OWNED	Repurpose unused shower room to small nursing lab. High demand programs (PN, CCA, Nursing)	MEDIUM/HIGH	\$150,000 Estimate only timing unknown				
Swift Current – Old heating system	OWNED	Heating system for old part of building needs replacement. It is approx. 50 yr. old, erratic & inconsistent	MEDIUM	\$200,000 Estimate only timing unknown				
Swift Current – Management offices and Boardroom	OWNED	Renovate offices to add 1-2 new offices and board room	MEDIUM /LOW	\$200,000 Estimate only timing unknown				
Kindersley Campus	OWNED	Renovation of upper and main level – classrooms flooring and offices development	MEDIUM /LOW	\$200,000 Estimate only timing unknown				
Totals				\$3,974,000	\$320,000	\$70,000		

Land Transaction and Occupancy Plan Summary

Facility/Land Description	Address	Owned/Leased	Lessor Name	Size	Lease Expiry Date	Annual Cost including GST	Occupancy Plan *
Swift Current Campus	129 2 nd Ave NE, Swift Current	OWNED		65,000 sq. ft.	NA	NA	Renovate and repair some areas as needed
Swift Current – GPC North	129 2 nd Ave NE, Swift Current	OWNED		3,500 sq. ft.	NA	NA	Renovation underway
Maple Creek Program Centre	20 Pacific Ave., Maple Creek	OWNED		3,500 sq. ft.	NA	NA	Renovate as needed
Kindersley Campus	514 Main St, Kindersley	OWNED		11,000 sq. ft.	NA	NA	Renovate
Rosetown Program Centre	1005 Main St, Rosetown	LEASED	Rosetown & District Civic Center	6,000 sq. ft.	June 30, 2016	\$29,593 Under Negotiation	1 year renewal

Rosetown Welding Shop & Classroom	Rosetown	OWNED		3,200 + 600 sq. ft.	NA	NA	Renovate shop
Biggar Program Centre	701 Dominion St, Biggar	OWNED		8,750 sq. ft.	NA	NA	Renovate as needed
Biggar Nursing Lab	Biggar Hospital, Biggar	LEASED	Heartland Regional Health Authority	571 sq. ft.	June 30, 2018	\$ 8,912	Renew
Warman Campus	201 Central Ave, Warman	LEASED	Prairie Spirit School Division,	6,090 sq. ft.	December 31, 2016	\$25,328 Under negotiation	Renew and Expand Footprint
Whitecap portable Classroom	Whitecap First Nation	LEASED	Whitecap First Nation	500 sq. ft.	May 30, 2017	\$ 11,550	Replace
Whitecap Classroom (fire hall)	Whitecap First Nation	IN KIND	Whitecap First Nation	900 sq. ft.	June 30, 2017	\$ 0	Replace
Totals							

*For example, renew, dispose, replace, renovate, expand, etc.

Section H: 2016-17 Budget

PART A—PROJECTED FINANCIAL STATEMENTS AND KEY ASSUMPTIONS FOR 2016-17

Great Plains College is projecting to deliver programs and services in 2016-17 of approximately \$12 million. This will create an anticipated deficit of \$1,427,123, of which \$481,583 can be attributed to operations. The operating deficit will be funded out of reserves currently held by the college.

The following assumptions have been incorporated into the budget estimates for 2016-17:

- All provincial funding provided to Great Plains College in the Saskatchewan budget announcement has been included. All other sources of revenue, known and potential, have been calculated and included based on a strong likelihood that events will occur.
- Negotiations for the Collective Bargaining Agreement and Staff Association agreements are currently underway. Given the settlement of the agreement has not occurred, salary increases were factored into the budget at a rate of 1.5 per cent. Staffing for both administrative and instructional staff were budgeted based on consistency with 2015-16 levels, with the exception of planned staffing adjustments detailed under Human Resources.
- The 2016-17 budget estimates for non-salary operating expenses are based on submitted program plans, business plans for support and administrative services, historical expenditures and inflationary expectations. All expenditures estimates have been reasonably calculated.
- Ongoing replacement and repair of minor equipment and facilities will utilize the \$22,000 in preventative maintenance and renewal funding provided to Great Plains College.
- Renovations currently underway in the GPC North building will be completed in early 2016-17.

PART B: FINANCIAL IMPACTS OF IDENTIFIABLE RISK ON 2016-17 BUDGET

While funding provided by the Government of Saskatchewan to Great Plains College is known for 2016-17, a number of risks still exist that may impact our financial position as an institution.

Upside Risk

- Higher than anticipated tuitions and enrolments can have a positive effect on the operational or programming required subsidization of programs and services the institution delivers.
- Higher than projected school division revenue may result in less usage of institutional reserves to execute program plan in 2016-17.
- Slippage from planned expenditures can positively impact operations by lowering the overall deficit and ultimately lessening the requirement for reserve usage. It should be noted that we have made a concerted effort to be realistic with planned expenditure and are not anticipating significant variations.
- Staffing vacancies can result in operational savings.
- Expenditure towards staffing may be reduced by the settlement reached during bargaining.

Downside Risk

- Lower than anticipated tuitions and enrolments can have a negative effect on the operational or programming required subsidization of programs and services the institution delivers.
- Lower than projected school division revenue may result in increased usage of institutional reserves to execute program plan in 2016-17.
- Higher than anticipated expenditure in any area of the organization can negatively impact operations by increasing the operational deficit and dependency on utilization of reserves. One area of concern in this regard is the aging infrastructure and unforeseen emergency events that are necessary for basic operations to continue.
- Staffing vacancies could jeopardize our ability to complete projects as planned therefore, jeopardizing our ability to support students and successfully execute programs and services.

Surplus Utilization/Deficit Management for 2016-17

The college will have sufficient reserve dollars to finance the 2016-17 anticipated deficit and allow us to proceed with the current program and operating plans. For further detail on reserve utilization please refer to Schedule 5 in our financial statements.

2017-18 Budget Forecast

With funding levels held at status quo and through incorporating projected staffing cost increases and modest inflationary increases to operational costs, we currently anticipate continuing to have an operational deficit for 2017-18. Changes to the STA program funding model have shifted the cost dynamic on the operating side of the organization thus producing a continuing deficit for 2017-18. The initial forecast shows Great Plains College with an operating deficit of close to \$480,000 in 2017-18.

Unlike 2016-17, reserve levels will be insufficient to cover this level of operational deficit. Therefore, without additional operational funding, reductions of programming, services and jobs are likely. In order to return to a balanced budget, the college will:

- Review the level of service at each campus location and examine the feasibility of maintaining all locations.
- Review administrative services to ensure cost effectiveness of all positions.

- Review our program plan to ensure it meets students and market demand in a cost effective manner.

Preservation of our core business in a manner that ensures accessibility to students in a learner centred environment will be the forefront of the process. This undertaking will begin in early 2016-17 in order for implementation to occur in 2017-18. It is anticipated that this exercise will draw us closer to a balanced budget in 2017-18 and at minimum, a more sustainable operational footprint going forward.

The following assumptions have been incorporated into the forecasted projections for 2017-18:

- As results of negotiations for the Collective Bargaining Agreement and the Staff Association Agreement are unknown, a further 1.5 per cent increase with status-quo staffing levels was assumed for the 2017-2018 projected Personal Services.
- No increase in provincial funding for operations or programming was assumed.
- Tuition revenues and related agency expenditures are estimated to increase at an inflationary rate of 3 per cent, while other operating expenditures are expected to increase at a rate of 2 per cent.
- Incorporation of minimal capital expenditure planned for 2017-18.

NOTE: See Appendix D for the Financial Statements.

2017-18 and 2018-19 OPERATIONS FORECAST AND GOVERNMENT BUDGET INPUT

1) Status Quo Programs/Services for 2017-18 and 2018-19:

In order to maintain the operations including all locations, services, staffing and programming at 2016-17 levels an injection of operational dollars would be required by the Province of Saskatchewan as a part of the 2017-18 and 2018-19 operational grant envelope. The required increase projected at this time is an increase of **\$652,995 for 2017-18 and another \$93,894 for 2018-19.**

Assumptions built within the chart for the 2018-19 forecast:

- 3% tuition increase for the 2018-19 forecast
- 1.5% increase in salary and benefits for the 2018-19 forecast
- 1% increase in other operating expenses

<i>Table 1 Expenditure Level</i>	2014-15 Actual	2015-16 Budget	2015-16 Estimate	Year 1 2016-17 Budget	Year 2 2017-18 Forecast	Year 3 2018-19 Forecast
Revenues						
- Operating Grant Funding	\$5,039,200	\$5,077,000	\$5,051,600	\$5,077,000	\$5,729,995	\$5,823,889
- Tuition	2,032,733	2,570,236	2,351,347	2,309,267	2,327,776	2,397,609
- Other Sources	4,290,572	4,126,678	4,194,933	4,113,691	4,114,122	4,114,122
Total Revenues	\$11,362,505	\$11,773,914	\$11,597,880	\$11,499,958	\$12,171,893	\$12,335,620
Expenditures						
- Out-of-Scope Salaries	904,280	933,541	861,787	1,192,994	1,209,658	1,227,803
- Academic In-Scope	2,229,054	2,383,480	2,389,951	2,464,833	2,630,904	2,670,368
- Professional In-Scope	2,937,174	3,136,550	3,080,396	2,917,946	2,963,532	3,007,985
- Other Salaries	334,363	357,527	388,239	317,329	322,089	326,920
- Benefits	1,072,182	1,166,883	1,146,370	1,214,134	1,275,498	1,294,630
Sub-total Salaries and Benefits	\$7,477,053	\$7,977,981	\$7,866,743	\$8,107,236	\$8,401,681	\$8,527,706

Other Operating Expenses	3,789,865	4,190,645	4,279,315	3,874,305	3,770,212	3,807,914
Total Expenditures	\$11,266,918	\$12,168,626	\$12,146,058	\$11,981,541	\$12,171,893	\$12,335,620
Annual Operating (Deficit) Surplus	\$95,587	(\$394,712)	(\$548,178)	(\$481,583)	\$0	\$0

Supplementary salary detail template			
Detail of salary increase			
Salary in 2016-17 (from Table 1)		\$8,107,236	
Annual merit increases (step increases in 17-18) + benefits		\$42,072	
Annual economic increases (2%) in 17-18 + benefits		\$119,080	
New positions added in 2017-18		\$133,292	
Projected Salary for 2017-18 (from Table 1)		\$8,401,680	
Staff Counts	2015-16 ACTUALS	2016-17 PROJECTIONS	2017-18 PROJECTIONS
Out-of-scope salaries (Mgmt)	9	13	13
Academic in-scope (Instructors)	49	51	54
Professional in-scope (Admin)	63	62	62
Other salaries (Out of Contract - Admin + Instructors)	40	35	33
Sub-total salaries and benefits	161	161	162
FTE Counts	2015-16 ACTUALS	2016-17 PROJECTIONS	2017-18 PROJECTIONS
Out-of-scope salaries (Mgmt)	8.83	12.50	12.50
Academic in-scope (Instructors)	32.59	31.85	33.85
Professional in-scope (Admin)	49.60	47.23	47.23
Other salaries (Out of Contract - Admin + Instructors)	5.12	4.34	5.50
Sub-total salaries and benefits	96.14	95.92	99.08

Internally Restricted Operating Surplus and Unrestricted Operating Surplus

Schedule five of our financial statements outlines the reserve information required by Ministry guidelines. A combination of unrestricted and restricted reserves are being utilized in 2016-17 to minimize the operational deficit as well as complete planned capital projects. Our unrestricted reserve level is projected to stand at \$313,084 at the end of June 2017; falling into the recommended level of approximately 3% of operational budgets.

Heading into 2017-18, restricted reserve levels are minimal and are planned for specific usage. Any expenditure of unrestricted reserves for 2017-18 will see us fall below the appropriate contingency for an institution our size.

Therefore, we will be looking for increases to operational funding, or reduction of locations, staffing and services, or a combination of these factors to present a budget that is sustainable for 2017-18 and beyond. The preceding scenario outlines in detail the increase to operational funding that would be required in order to balance the budget of 2017-18 without usage of reserves or reductions in locations, staffing and services.

It should be noted that where possible, we continue to strive to build reserves for planned capital projects in an effort to maintain and enhance our aging infrastructure.

2) 0% Funding Increase for 2017-18 and 2018-19:

Our financial detail and projections for both 2016-17 and 2017-18 have utilized a 0% funding increase scenario. For the purposes of the operational forecast section we have added an additional year; 2018-19 continuing the 0% increase to funding.

Assumptions built within the chart for the 2018-19 forecast:

- 3% tuition increase for the 2018-19 forecast
- 1.5% increase in salary and benefits for the 2018-19 forecast
- 1% increase in other operating expenses

Table 1 Expenditure Level	2014-15 Actual	2015-16 Budget	2015-16 Estimate	Year 1 2016-17 Budget	Year 2 2017-18 Forecast	Year 3 2018-19 Forecast
Revenues						
- Operating Grant Funding	\$5,039,200	\$5,077,000	\$5,051,600	\$5,077,000	\$5,077,000	\$5,077,000
- Tuition	2,032,733	2,570,236	2,351,347	2,309,267	2,327,776	2,397,609
- Other Sources	4,290,572	4,126,678	4,194,933	4,113,691	4,114,122	4,114,122
Total Revenues	\$11,362,505	\$11,773,914	\$11,597,880	\$11,499,958	\$11,518,898	\$11,588,731
Expenditures						
- Out-of-Scope Salaries	904,280	933,541	861,787	1,192,994	1,209,658	1,227,803
- Academic In-Scope	2,229,054	2,383,480	2,389,951	2,464,833	2,630,904	2,670,368
- Professional In-Scope	2,937,174	3,136,550	3,080,396	2,917,946	2,599,422	2,591,520
- Other Salaries	334,363	357,527	388,239	317,329	322,089	326,920
- Benefits	1,072,182	1,166,883	1,146,370	1,214,134	1,195,571	1,203,211
Sub-total Salaries and Benefits	\$7,477,053	\$7,977,981	\$7,866,743	\$8,107,236	\$7,957,644	\$8,019,822
Other Operating Expenses	3,789,865	4,190,645	4,279,315	3,874,305	3,561,254	3,568,909
Total Expenditures	\$11,266,918	\$12,168,626	\$12,146,058	\$11,981,541	\$11,518,898	\$11,588,731
Annual Operating (Deficit) Surplus	\$95,587	(\$394,712)	(\$548,178)	(\$481,583)	\$0	\$0

Internally Restricted Operating Surplus and Unrestricted Operating Surplus in 0% funding increase scenario

Schedule five of our financial statements outlines the reserve information required by Ministry guidelines. A combination of unrestricted and restricted reserves are being utilized in 2016-17 to minimize the operational deficit as well as complete planned capital projects. Our unrestricted reserve level is projected to stand at \$313,084 at the end of June 2017; meeting recommended level of approximately 3% of operational budgets.

Heading into 2017-18, restricted reserve levels are minimal and are planned for specific usage; mostly in programs where eligible costs exist.

Any expenditure of unrestricted reserves for 2017-18 or 2018-19 will see us fall below appropriate contingency levels for an institution our size and are thus, unlikely.

Therefore, we will be looking for increases to operational funding, or reduction of locations, staffing and services, or a combination of these factors to present a budget that is sustainable for 2017-18 and beyond.

The breakdown below provides a rough statement of cost savings categories in percentages that could be used by Great Plains College for 2017-18 and 2018-19 to reduce deficits in the event of 0% increase to funding in the next two years. Readers should keep in mind that this breakdown is an estimate only and planning will occur in a systematic fashion in 2016-17 to limit impacts to learners, staff and communities in the event of reduction of services.

Category	2017-18	2018-19
Reduction in Administrative Services Staff and Supports	68%	100%
Campus/Program Centre Closures	21%	
IT Technology/Non-Capital equipment replacement reduction	11%	

Appendix

Appendix A: STA Charts

Appendix B: ABE Enrolment Management Plans

Appendix C: ESL Enrolment Management Plan

Appendix D: Financial Statements

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Box 610, 1005 Main Street
Rosetown, SK S0L 2V0
P | (306) 882-4236

SWIFT CURRENT CAMPUS

129 2nd Avenue NE
Swift Current, SK S9H 2C6
P | (306) 773-1531
F | (306) 773-2384

MAPLE CREEK PROGRAM CENTRE

Box 1738, 20 Pacific Avenue
Maple Creek, SK S0N 1N0
P | (306) 662-3829

WARMAN CAMPUS

Box 1001, 201 Central Street
Warman, SK S0K 4S0
P | (306) 242-5377
F | (306) 242-8662

BIGGAR PROGRAM CENTRE

Box 700, 701 Dominion Street
Biggar, SK S0L 0M0
P | (306) 948-3363