

GREAT PLAINS COLLEGE

BUSINESS PLAN **2020-21**

great plains
college



Great Plains College Business Plan 2020-21

APPROVED BY THE BOARD OF GOVERNORS JULY 6, 2020
SUBMITTED TO THE MINISTRY OF ADVANCED EDUCATION JULY 7, 2020

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Executive Summary

Over the next few years, Great Plains College will continue its journey toward achieving our vision of ‘*Growth, prosperity and quality of life through education and training*’ for all that work with our organization. The 2020-21 business plan is an important step in this journey; particularly this year, within the context of the COVID-19 pandemic, as we continue to build upon our reputable past as an educational leader in the region by providing quality programming and skill development.

Our original three-year strategic plan was one that respected and built on the integrity of our previous plans while ensuring increased accountability and focus through establishing clearly defined goals, objectives and success measures. This plan continues to align with the Saskatchewan Growth Plan to 2030 and focuses our organization on assisting the province in meeting its goals through our contribution to the education and training sector. Our strategic plan was rolled out in the 2016-17 academic year and matured at the end of 2018-19. Further college strategic planning will depend upon actions taken by the Ministry of Advanced Education and on the deliberations of the Association of Saskatchewan Regional Colleges (ASRC).

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 enhanced services in the areas of student services, registration, development, alumni, communications, marketing and information technology remains fundamental in meeting our goals and targets. With improvements ongoing in these areas, the college has begun 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 as we adjust to the “new normal” in our pandemic environment.

Fundamental to the successful implementation of our planning 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. Demand for English as a Second Language programming remains strong with programs spread throughout all geographic regions of the organization. Expanding models of delivery for language training continues to be 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 2016-17 through to 2019-20 with the renovation of the GPC North building and approval for Phase 1 of the Gymnasium Renewal project in Swift Current. In 2018-19 we received funding for our Kindersley and Rosetown locations. Other emerging needs are outlined in the 2019-20 Business Plan in the section entitled *Facilities and Capital*.

Unfortunately, due to cuts in our operating grant in 2019-20, Great Plains College will present a deficit budget for the 2020-21 fiscal year with reliance on reserves utilization to sustain current operations. Our most pressing challenge beyond 2020-21 will be sustaining core operations and services at these new funding levels. At this juncture, without a return to previous operational funding levels, our ability to effectively work with partners, implement programs and ensure that students have the supports required to be successful, will be compromised. Already, for the 2020-21

fiscal year, there have been substantial cuts to college operations, including staff lay-offs. Much more aggressive measures may be needed in the future to control the college budget.

Overall, the college faces significant challenges as it heads into the 2020-21 academic year. Despite these challenges and within the context of the COVID-19 pandemic, the college moves forward optimistically in meeting the education and training needs of our region. We look forward to working with our Ministry and industry partners to ensure our ability to provide an environment conducive to student success remains intact.

Section A: Goals, Objectives, Key Actions and Success Measures: 2020-21 Targets

ASSUMPTIONS

Great Plains College proceeded to compile its 2020-21 Business Plan based on the following key assumptions. Readers should keep in mind that reference to costs and savings at this point are estimates only.

- Great Plains College assumes that, given the comprehensiveness of the Re-Open Saskatchewan Plan, there will not be a '2nd wave' of COVID -19 impacting postsecondary delivery in this province.
- We assume that our proposal for Fall 2020 programming and services will be strong and be endorsed by the Ministries of Advanced Education and Health in a timely manner.
- We assume that as endorsed, our Fall plan will be a blended learning delivery model that provides students with the best college on-campus experience possible under the health restrictions of COVID-19.
- We estimate that the overall cost of COVID-19 to the college for 2019-20 and 2020-21 amounts to roughly \$963,000. This number is global and does not include savings accrued from programming or service down-sizing. The majority of this cost includes on-line development and student supports (\$329,000); supplies, PPE and facilities costs (\$98,000) and loss of International student tuition revenue (\$254,000). Domestic enrolments, so far, continue to hold status quo to previous years.

Note: Due to the deadline provided and the time constraints created by COVID-19 priorities, Great Plains College was not able to provide an alignment between the new Saskatchewan Growth Plan and Ministry Work Plans with Great Plains College goals and success measures. We apologize for this and are willing to provide this alignment at a later date.

The charts below show the objectives, performance and success measures planned for 2020-21 in a manner that articulates how those annual measures build into the broader strategic plan. It is through this approach that 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	
Objective	GPC 2020-21 Key Performance Measures
Improve pathways to meaningful employment or further education.	KPM: Employment rate of completers and graduates of post-secondary programming one year after program end. Post-Secondary Target: 80% 3-year baseline average (2015-18): 81% <i>(Source: Annual Graduate Follow-up Fast Consulting)</i>

<p>Enrich student learning experiences.</p>	<p>KPM: Employment rate of completers and graduates of Adult Basic Education programming one year after program end. Adult Basic Education Target: 60% 3-year baseline average (2015-18): 60% <i>(Source: Annual Graduate Follow-up Fast Consulting)</i></p> <p>KPM: Employment rate of completers and graduates of institute credit programming 60-90 days after program completion or graduation. Target: 80% 3-year baseline average (2016-19): 80% <i>(Source: 60-90 Day Follow-up Fast Consulting)</i></p> <p>KPM: Percentage of post-secondary and Adult Basic Education completers and graduates considering further education one year after program end. Target: 70% 3-year baseline average (2015-18): 69% <i>(Source: Annual Graduate Follow-up Fast Consulting)</i></p> <p>KPM: Percentage of institute credit completers and graduates that have taken or are currently enrolled in further education 60-90 days after program completion or graduation. Target: 40% 3-year baseline average (2016-19): 34% <i>(Source: 60-90 Day Follow-up Fast Consulting)</i></p> <p>KPM: 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% 3-year baseline (2016-19): 97% <i>(Source: 60-90 Day Follow-up Fast Consulting)</i></p> <p>KPM: Percentage of graduates stating that GPC prepared them for work in their field of study. Target: 95% 3-year baseline (2015-18): 98% <i>(Source: Fast Consulting Annual Graduate Follow-up Survey)</i></p> <p>KPM: Percentage of Institute Credit students satisfied with the quality of instruction at Great Plains College. Target: 90% 2-year baseline (2016-19): 89% <i>(Source: GPC Course and Instructor Evaluation)</i></p>
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	<p>KPM: Percentage of program target enrolments met or exceeded in full-time Institute Credit programming. Target: 75% Baseline (2-year 2018-20) = 71% <i>(Source: GPC Enrolment Management Template, OCSM)</i></p> <p>KPM: Percentage of program target enrolments met or exceeded in Adult Basic Education programming. Target: 90% Baseline (2-year 2018-20) = 94% <i>(Source: GPC Enrolment Management Template, OCSM)</i></p> <p>KPM: Number of new visitors to the website: Target: 68,577 (5% increase) 2-yr baseline: 65,292 <i>(Source: Google Analytics)</i></p>
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Goal: Deliver Education to Meet Labour Market Demand	
Objective	GPC 2020-21 Key Performance Measures
<p>1. <i>Identify and deliver quality programs and training to meet regional industry needs.</i></p>	<p>KPM: Employment rate of completers and graduates of post-secondary programming one year after program end. Post-Secondary Target: 80% 3-year baseline average (2015-18): 81% <i>(Source: Annual Graduate Follow-up Fast Consulting)</i></p> <p>KPM: Employment rate of completers and graduates of Adult Basic Education programming one year after program end. Adult Basic Education Target: 60% 3-year baseline average (2015-18): 60% <i>(Source: Annual Graduate Follow-up Fast Consulting)</i></p> <p>KPM: Employment rate of completers and graduates of institute credit programming 60-90 days after program completion or graduation. Target: 80% 3-year baseline average (2016-19): 80% <i>(Source: 60-90 Day Follow-up Fast Consulting)</i></p> <p>KPM: Percentage of graduates stating that GPC prepared them for work in their field of study. Target: 95% 3-year baseline (2015-18): 98% <i>(Source: Fast Consulting Annual Graduate Follow-up Survey)</i></p> <p>KPM: Percentage of Institute Credit students satisfied with the quality of instruction at Great Plains College. Target: 90% 3-year baseline (2016-19): 89% <i>(Source: GPC Course and Instructor Evaluation)</i></p>

<p>2. <i>Engage with external stakeholders to define labour market needs and trends.</i></p>	<p>KPM: Percentage of Adult Basic Education students satisfied with the quality of instruction at Great Plains College. Target: 90% 3-year baseline (2016-19): 93% <i>(Source: GPC Course and Instructor Evaluation)</i></p> <p>KPM: Number of partnerships that contribute to business development and program delivery* Target: 118 (increase of 5%) 2-year baseline (2017-19): 112 <i>*Partnerships include brokering institutions, donors, ministry contracts and MOU agreements.</i></p>
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Goal: Value Employees	
Objective	GPC 2020-21 Key Performance Measures
<p>1. <i>Promote a safe, collaborative and respectful work environment.</i></p>	<p>KPM: Percentage of in-scope staff trained in Violence Risk and Threat Assessment (VTRA). Target: 95% 1-year baseline (2018-19): 94% <i>(Source: GPC HR records)</i></p>
<p>2. <i>Encourage professional growth to build organizational capacity.</i></p>	<p>KPM: Percentage of eligible staff and out-of-scope management who access professional development opportunities Target: Not Applicable in 2020-21 given suspension of professional development dollars 4-year baseline (2015-19): 57% <i>(Source: GPC HR records)</i></p>
<p>3. <i>Recognize employee's contributions.</i></p>	<p>KPM: Participation in annual staff gathering and long-service awards. Target: 90% 1-year baseline: 89% (2018) <i>(Source: GPC Staff Gathering records)</i></p>
<p>4. <i>Improve internal communications</i></p>	<p>KPM: Response rate of eligible participants to employee engagement survey (next one to take place in 2020-21). Target: N/A May be suspended for 2020-21 Result (2018-19): 75%</p>

Goal: Build & Enhance Partnerships	
Objective	GPC 2019-20 Key Performance Measures
<p>1. Increase external funding to assist with institutional operations and programming.</p>	<p>KPM: % of non-base funded revenue to total revenue* Target: 35% 3-year baseline 2016-19: 35% <i>*Base-funded includes all funding allocations which are identified in the annual budget letter.</i> <i>(Source: GPC financial records)</i></p>
	<p>KPM: Annual revenue from donations and fundraising activities. Target: \$145,000* <i>*Please note: This does not include matching dollars provided by the Government of Saskatchewan)</i> 3-year baseline (2016-19): \$162,832 <i>(Source: GPC financial records)</i></p>
<p>2. Provide input to all levels of government on college growth and accountability.</p>	<p>KPM: Industry Credit (number of student enrolments) Target: 4180 3-year Baseline (2016-19): 3126 <i>(Source: GPC Student Information System Key Performance Indicators)</i></p>
	<p>KPM: Institute credit enrolment (distinct FT and PT enrolments) Target: 475 3-year Baseline (2016-19): 517 <i>(Source: GPC Student Information System Key Performance Indicators)</i></p>
	<p>KPM: Adult Basic Education–ABE credit enrolment (distinct total FT and PT enrolments) Target: 140 3-year Baseline (2016-19): 198 <i>(Source: GPC Student Information System Key Performance Indicators)</i></p>
	<p>KPM: University enrolment (distinct FT and PT enrolments) Target: 40 3-year Baseline (2016-19): 58 <i>(Source: GPC Student Information System Key Performance Indicators)</i></p>
	<p>KPM: Number of distinct graduates and completers from institute credit distinct enrolments. Target: 400 3-year baseline (2016-19): 436 <i>(Source: GPC Student Information System Key Performance Indicators)</i></p>

	<p>KPM: Number of distinct graduates and completers from Adult Basic Education credit enrolments. Target: 110 3-year baseline (2016-19): 148 <i>(Source: GPC Student Information System Key Performance Indicators)</i></p> <p>KPM: Number of distinct completers from Essential Skills for the Workplace programs. Target: 40 1-year baseline (2018-19): 40</p> <p>KPM: 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% 3-year baseline (2016-19): 97% <i>(Source: 60-90 Day Follow-up Fast Consulting)</i></p>
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Section B: Strategic Initiatives

ENROLMENT MANAGEMENT AND PROGRAM GROWTH

The importance of increased opportunities for learners to post-secondary education, training and better access to jobs will always 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 few years, expanded programming will require funding and approval timelines that are supportive of effective program planning and implementation. As well, changes in the economy due to COVID-19 have created a shift in student and labour market demand for programming. Part of the college's task in 2020-21 and beyond will be to adapt program and service offerings to align with this shift. A more detailed outline of planned programming for 2020-21, along with funding implications, is provided in the section entitled *Programming*.

Our longer term plan for program growth depends upon additional start-up costs not currently included in operational funds.

Timeframe: 2020-21

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

Funding: Skills Training Allocation (STA) funding

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

INTERNATIONAL STUDENTS

Starting in 2018-19, international students participated in our Administrative Assistant and Business Diploma programs at our Swift Current Campus. In 2019-20, this expanded to the Warman campus and Kindersley campus. For 2020-21 we anticipate further international student enrolments in all three locations.

We continue to diversify our international student market through recruiting from a broader base of countries. Currently, the majority of our students hail from India with other participating countries including Mexico, Philippines, China and Venezuela. Our Manager of Admissions and International has been working with our global marketing partner M Square Media as well as international agents to continue to diversify the student base.

Great Plains College has provided leadership within the Regional College system through establishing a new subcommittee of the Senior Academic Officers specific to International. This table intends to share best practise within the system and where possible, collaborate to create efficiencies. With the Ministry of Advanced Education's establishment of the International Education and Jurisdictional branch we look forward to the renewed interest on the international educational file and being an active part of the provincial strategy to increase global participation in Saskatchewan.

We continue to value the infusion of an international population into our classrooms at Great Plains College. As students graduate, this cross cultural environment will reflect the experiences they expect in the modern workplace and therefore, early exposure to this environment can only better prepare them for employment ahead.

Timeframe: 2020-21 to 2022-23

Outcomes: Enhanced Enrolments, Cost effective programming, Cross cultural learning experiences and labor market alignment for graduates

Funding: Tuition revenue paid by international students

Cost Implications: Increased program and student support costs that are offset by tuition revenue

INDIGENOUS ENGAGEMENT

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. In particular, Great Plains College has good working relationships with Nekaneet First Nation, Dakota Dunes Community Development Corporation and the Living Skies Casino which operates under the Saskatchewan Indian Gaming Authority. A formal Council on Indigenous Engagement—that included input from Indigenous community members and Elder endorsement-- has been established in order to provide support and recommendations for the college on these matters. In addition, Great Plains College has established a mutually supportive relationship with the Office of the Treaty Commissioner, is a partner on the Truth and Reconciliation Committee of Swift Current and Prairie Rivers Reconciliation Committee in Warman and, in 2017-18 and 2018-19, hosted events on each of its campuses and regional centres. More events and training are planned for 2020-21 but depend upon the status of COVID-19.

Timeframe: 2020-21 through to 2022-23

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

Funding: Existing program and operating dollars, small grants.

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

PARTNERSHIPS AND INDUSTRY ENGAGEMENT

Great Plains College is committed to serving the training and education needs of the region's vital industry sectors. The College works closely with industry to deliver a wide range of safety training courses and provide certification that is required for the development of competent and safety-conscious employees. We also provide personal and professional opportunities to enhance employees' skill sets through on-line and face to face courses and workshops which range from computer and management training to personal wellness and wine tasting. Readers should refer to page 16 in the section entitled "Safety Training and Business Development" for more details on industry partnerships.

Timeframe: 2020-21 on-going

Outcomes: Enhanced partnerships with industry; increased alternative revenue

Funding: Cost recovery

Cost Implications: Non-government funding source

ESSENTIAL AND EMPLOYMENT SKILL DEVELOPMENT

Increased emphasis within Adult Basic Education (ABE) and English as Subsequent Language (ESL) will be placed on employment and essential skill development. This has started with the implementation of the Employment Skills Assessment Tool (ESAT) in all of our Essential Skills offerings. The assessment allows for outcome reporting in nine identified areas important to being successful at attaining and retaining employment. Futurework indicates that those institutions that embed components of employment skill development within their programs are the graduates that the marketplace will be seeking. Therefore, a strategy of the College will be to support the investment beyond essential skills programming to all of ABE and possibly into technical programs.

We are also trying to build more comprehensive programming by pairing multiple program components to produce a product that leaves program completers with a more complete portfolio upon exit. Examples of this include the Essential Skills for Newcomers & Early Childhood Education Level 1 program and the transitional program set-up for graduates of the full-time language program moving into Essential Skills program and the workplace. Dual Credit Power Engineering Level 5 courses with essential skills programming in partnership with industry for Indigenous learners is the latest example of a program of this nature.

Timeframe: 2020-21 to 2022-23

Outcomes: Graduates able to meet the technical, employment, essential and life skills required by the economy

Funding: Adult Basic Education (ABE) funding, Essential Skills for the Workplace (ESWP), Provincial and Federal, English as Subsequent Language Funding (ESL) and Partnerships with industry/service organizations.

Cost Implications: Maintaining current allocations within funding envelopes including administrative capacity to implement.

CAPITAL INFRASTRUCTURE RENEWAL

The gymnasium at the Swift Current Campus supports varsity athletics teams (typically men's and women's volleyball), 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. The problem of cracked floor joists, eroded structural supports and deteriorating brick walls, which became a safety concern, has now been addressed through Phase I PMR funding. For Phase II, the floor will need to be replaced and the space, in general, renovated. Over the next three years, the college envisions project support through federal funding, the strategic Preventative Maintenance and Renewal Fund (PMR) combined with some targeted fundraising. Preliminary architectural and engineering assessments have been conducted and PMR funding for Phase 1 of this project has been received. Those renovations have been completed. In 2019-20 we received PMR funding to begin Phase II with a more

comprehensive assessment and cost analysis. This Phase is now in progress. More detail on high-priority projects at Great Plains College is provided in the *Facilities and Capital* section of this document.

Timeframe: 3-5 years for complete project

2017-18: Phase 1 at a cost of \$140,000—addressed 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: Federal, Provincial, College.

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

Section C: Collaborative Initiatives

The seven regional colleges have made considerable progress in building strong collaborations over the 2019-20 fiscal year. This included the re-creation of the Association of Saskatchewan Regional Colleges (ASRC), increased cooperation at CEO Council and continued collaboration at the SAO, SBO and HR tables. It also involved working closely on our responses to COVID-19. In the 2020-21 fiscal year we envision these collaborations will focus increasingly on strategic issues that are germane to our colleges, employers and communities.

1. Collaboration under the auspices of the ASRC will continue in 2020-21. Key areas of focus include Board Chairs reviewing shared leadership options as it pertains to the long-term structure of the regional college system, CEOs strengthening relationships with the Ministries, and the entire Saskatchewan post-secondary sector (regional colleges, Sask Polytechnic, DTI, SIIT and universities) continuing to improve communications, collegiality and cooperation.
2. CEO Council and the SAO, SBO and HR committees will align their activities more closely this year, with an emphasis on identifying strategic objectives that impact each group. This is of particular relevance as the regional college system continues to coalesce and develop common approaches and solutions to opportunities and challenges, including those introduced or exacerbated by the COVID-19 pandemic. This will include continuing to monitor and report progress on the Regional Colleges Task Force and developing strategic initiatives to extend its impact. This will also include establishing the role of colleges in the development, implementation and delivery of micro-credentials for students within our communities.
3. Blended learning will be the norm in the future and regional colleges envision being leaders in developing and delivering curriculum that is intellectually rigorous, experientially robust and work-place relevant, and that meets the needs of students and employers. They will explore opportunities to brand blended learning for the regional college system and develop common approaches and tools to creating and delivering curriculum where possible.
4. The regional colleges will focus on collaborative information technology initiatives this year, focusing on two major projects.
 - a. With current uncertainty around the Enterprise Resource Planning (ERP) model for a new student information system, the regional colleges will collaborate with each other and the Ministry of Advanced Education to identify and work towards selecting a solution.
 - b. With the rapid move to online instruction in March, 2020 resulting from the COVID-19 lockdown, regional colleges need to strengthen their pedagogy and tools to meet the demands of online learning. They will collaborate on identifying potential technology solutions, making recommendations regarding the best path to take either as individual colleges or as a system.
5. The role of International engagement in the regional college system will be examined in the coming year. Colleges that are Designated Learning Institutions will support those seeking this designation and will share best practices to support them as they develop programs.

6. Colleges conducted bargaining with the union on their own in 2019-20 for the first time. Collaboration will continue this year as the system deals with the impact of COVID-19 on human resources, and the implementation of the CBA.

Section D: Programming

POST SECONDARY PROGRAMMING 2020 -21

Great Plains College had a successful 2019-20 academic year. When our province announced a state of emergency on March 18, 2020, we halted program delivery for a short period of time. We were effective in resuming delivery at a distance and completing students, in all our programs, before the end of the academic year. With the approval of the Ministry of Health and support from the Ministry of Advanced Education, we brought a minimum number of students back on campus to complete the applied portion of their program by June 2020.

Changes in the economy over the last few years have impacted market demand in Saskatchewan and in turn, enrolments in trades programming at Great Plains College. Due to these pressures and corresponding low enrollment, the Electrician Applied Certificate program will be suspended at our Biggar campus, for the foreseeable future. Despite this and the potential residual effects from the disruption in programming and services, due to COVID-19, we expect to maintain momentum in 2020-21. We will achieve this as we strategically adjust and optimize our program delivery plans to support our students in accessing post-secondary programming. Subsequently, our programs will continue to support and be responsive to provincial and local labour market needs.

NEW PROGRAMS 2020-21

DIPLOMA IN BUSINESS—Warman Campus

Great Plains College delayed this program until 2020-21 principally in order to allow the Business certificate (introduced in 2015-16) to mature for another year. As in Swift Current, students from the Certificate in Business will be able to ladder seamlessly into the diploma. This program is approved to be brokered from Sask Polytechnic on a part-time basis in 2020-21, and will be delivered jointly with Swift Current Campus. With this offering, students have the option to take the Diploma in Business (Management), Diploma in Business (Human Resources), or Diploma in Business (Accountancy).

Warman is one of the fastest growing communities in Canada and has a significant population of professionally-oriented residents. Supporting enrollments, the diploma may draw from business certificate students in Saskatoon and perhaps from regional colleges that do not offer the diploma.

PRIMARY CARE PARAMEDIC (PCP) – Swift Current Campus

Due to the agreed upon rotation of Primary Care Paramedic programming among colleges, Great Plains College will launch the part-time PCP program in Swift Current for 2020-21. This program will address long-standing demand for more of this training from local health facilities and emergency services. This program will be offered on a part-time basis for working professionals and will span two academic years.

HEAVY EQUIPMENT OPERATOR (HEO) College Region

The college's HEO program is a 6-week course that trains and certifies students as operators of heavy earth-moving equipment. The program uses simulators and college staff work with municipalities to offer the best programming at the lowest possible cost to students. Graduates typically are employed with cities and towns, municipalities, road construction firms, mines and so on. Employment opportunities in our service region are good and STA eligibility for this program was granted on February 19, 2019, through the Ministry of Immigration and Career Training (ICT).

POWER ENGINEERING – New Initiative

Great Plains College, in partnership with Southeast College, Sask Power and Pan Global Training Systems, has begun work on a blended learning model for delivery of Power Engineering Level 2 certification. This project is in the development stage with the first 2A1 module pilot tested in spring of 2020. Once completed, the program will be used to train Sask Power Level 3 engineers to Level 2 certification.

NOTE: See Appendix B for the Skills Training Program Management Plan 2020-21.

ADULT BASIC EDUCATION AND ESSENTIAL SKILLS (ABE) PROGRAMMING 2020-21

We remain committed to ensure that adult learners in Saskatchewan have access to attainment of high school education. Best practices in adult learning theory indicate that programming must attempt to meet the individual learner where they are at in order for the educational environment to be conducive to learner success. We have incorporated this methodology into our approach at Great Plains College by ensuring we provide opportunity for academic achievement, essential and employment skill development and equipping the individual with life skills to address barriers within each program.

Within the pandemic, our fall program planning has focussed on several items including:

- Ensuring strong connection is built with students early in the program to allow for improved ability to serve at a distance should the need to pivot to a purely alternative delivery model occur within the year
- Equipping faculty with the training and supports to enhance the access to class materials through electronic platforms
- Provision of student technology and training (specifically digital literacy and computer skills) to ensure success within a blended delivery model
- Measurement of essential and employment skills growth through continued integration of Employability Skills Assessment Tool (ESAT) within all essential skills offerings

We are committed to providing face to face training within social distancing restrictions combined with access to alternative platforms to ensure a learning environment conducive to student success. In the vast majority of our credit programs, learners will be grouped into sections who will be able to participate in person a minimum of 2 days per week while being served via distance for the other portion. This approach was necessary to maximize the learner access to programming.

Programming Intentions: Martensville

A full Adult 12, pre-12 program will operate out of this facility in ABE Credit and combined with extension services will have a 40 full time seat capacity. With suspensions to programming at Whitecap Dakota First Nation and Biggar Program Centre we are providing program access to students in these locations through extension services via distance platforms. We have technologically savvy instructional staff and enhanced students supports in this region in order to ensure success within this approach.

The region has also experienced a large influx of newcomer clients with nearby school divisions indicating approximately 20% of their student bodies are from backgrounds where English is not the first language. In response to this growing student base, we are providing a combined Essential Skills/Early Childhood Education/language program aimed directly at newcomers in the region. The tie to labor market is significant as the need for childcare facility workers is continually demonstrated within the region. The past two program offerings have resulted in nearly all graduates employed in field and we continue to work with many partners including the Saskatoon Open Door Society (SODS) to ensure we are meeting client needs.

Programming Intentions: Kindersley

Strong enrolments for this one-room multi-level classroom for ABE delivery continue and 2020-21 will accommodate up to 15 students. Our seasoned instructor and educational assistant have successfully worked with multiple demographics including those re-tooling their skill sets due to shifts in local industry landscape. Fall admission has been steady and the program is currently full for September 2020.

Programming Intentions: Maple Creek Program Centre

The ABE demographic at Maple Creek Program Centre is composed of over 75 per cent First Nations or Métis students primarily commuting from Nekaneet First Nation. Nekaneet First Nation is a strong supporter of the programming and has entered into a Memorandum of Understanding (MOU) with Great Plains College and SaskPower in order to transition students to employment in the Power Engineering Field. This program started in early 2020 with our 2020-21 program year seeing the 8 students take dual credit programming in the area of power engineering combined with essential skills development in the upcoming academic year. The mobile lab from SaskPower will be brought to Maple Creek to support the students in this endeavour.

Our credit programming will emphasize Adult 10 and Adult 12 curriculum alongside opportunities for learners to test for their GED should they desire. The Spring 2020 response to the pandemic highlighted the gaps in access to technology as well as the skills necessary to undertake learning in this manner specifically in this region. Early access to digital literacy and computer skill development will be necessary within this program to allow for blended model success and has been incorporated into the approach as a result.

Programming Intentions: Swift Current Campus

Swift Current Adult Basic Education programming has seen rising enrolments and success in the past several years mainly through emerging markets including newcomer populations, those transitioning out of resource sectors to other careers and Hutterian communities. The resulting change beyond enrolment growth is demand for the full suite of basic education programming—Essential skills, Pre-12, GED, general academic studies (bridging programming) and Adult 12.

Credit programs at Swift Current campus will be on a rotational face to face model to accommodate numbers in a blended format while Essential Skills programs are able to be accommodated in face to face with alternate platforms utilized for supplemental learning.

ENGLISH AS A SUBSEQUENT LANGUAGE (ESL) PROGRAMMING

Newcomers to Canada are a growing demographic accessing Great Plains College in a variety of program areas including language programs. While immigration policy and restrictions on international travel have slowed some arrivals to Canada and shifted where some newcomers are situated within the region, we have managed relatively stable enrolments overall within our language offerings in the past year.

We have effectively negotiated a new five-year agreement with Immigration, Refugees and Citizenship Canada (IRCC) to provide language based programming to newcomer learners within Saskatchewan. Enhancements based on best practices within this agreement include:

- Enhancing digital literacy, computer training and access to distance based programming to ensure ability to participate actively in language within the 'new normal' of the pandemic
- Incorporation of Essential and Employment skill development to daytime language programs to improve labor market attachment and moving from underemployment to fuller employment for language learners
- Ability to provide individual tutor supports in regions where demand does not warrant programming therefore ensuring access to language training
- Access to transportation supports where possible

Combined with the joint funding from the Ministry of Immigration and Careers Training and their endorsement of these same principles we are able to position our language programs to serve learners well within a challenging environment.

Note: See Appendix C Appendix C- Essential Skills (ABE) Program Plan 2020-21

SAFETY TRAINING AND BUSINESS DEVELOPMENT

Great Plains College is committed to serving the training and education needs of the region's vital industry Sectors. The College works closely with industry to deliver a wide range of safety training courses and provide certification that is required for the development of competent and safety-conscious employees. We also provide personal and professional opportunities to enhance employee's skill sets through on-line and face to face courses and workshops which range from computer and management training to personal wellness and wine tasting.

Partnership initiatives with business have continued to play a central role in the strategic development of the college. A few examples are:

- **Mandatory Entry-Level Training (MELT):** Great Plains College has worked closely with Saskatchewan Government Insurance (SGI), provincial trucking and safety associations and certified SGI instructors, to develop and launch mandatory training for those seeking a Class 1 commercial license to operate semi-trucks. As of June 2020, Great Plains College has launched the first on-line version of this safety training course in the province of Saskatchewan.
- **Pathways through Power Engineering with Sask Power:** Great Plains College in partnership with Southeast College, Sask Power, and Pan Global Training Systems has begun work on a blended learning model for Power Engineering Level 2 certification. In partnership with Sask Power and Nekaneet First Nations, the college will be implementing dual credit courses in Power Engineering Level 5 for Adult Basic Education (ABE) students at our Maple Creek Campus.
- **Language Instruction for Newcomers to Canada (LINC):** Great Plains College is pleased to be coordinating the LINC Home Study program on behalf of IRCC for permanent resident language learners within our province. The project will see Saskatchewan learners continuing to have access to free distance language learning for eligible newcomers who are unable to attend in person language training or have a preference for distance delivery. It is anticipated the project will support 175 learners by March 2022. Unlike the past where the service was provided out of Ontario, the model allows for the engagement of Saskatchewan instructors to serve learners within our province thereby ensuring fuller employment for language instructors within Saskatchewan and provides learners with support from staff who understand their rural context. In addition to the student and instructional benefits, this has resulted in more federal dollars being invested in our province.

We continue to advocate for a similar model to be adopted by the Ministry of Immigration and Career Training for those newcomers who are the responsibility of the province.

- **The Learning Network (LERN):** In our efforts to meet training and education needs across the region, Great Plains College has partnered with LERN (Learning Network) to enhance current distance learning programming. LERN offers short-term training options (micro-credentials) in high-demand fields such as business, management, digital marketing, social media, and many others. These short-term training options will give the learner the practical skills needed to compete and stay up-to date in an ever changing competitive job market. Offered highly interactive and delivered entirely over the internet, this affordable learning option provides the individual with the flexibility to enrich their skill sets at a time and place that is convenient for them.

OVERALL PROGRAM PROJECTIONS

**Please note: Capacity we are interpreting as full time seats, whereas FT and PT enrolments we are interpreting as projected distinct student enrolments*

Program Categories	Program Capacity, Projected Enrolments (Full-Time and Part-Time) & FLEs							
	2019-20 Forecast				2020-21 Budget			
	Cap	FT	PT	FLEs	Cap	FT	PT	FLEs
Institute Credit	350	237	263	260	340	320	155	260
Industry Credit	NA	NA	4000	60	NA	NA	4180	60
Industry Non-Credit	NA	NA	270	11	NA	NA	150	15
ABE Credit	140	140	30	110	112	101	24	100
ABE Non-Credit								
Essential Skills	280	60	220	65	45	40	7	35
ESL					210	20	200	30
University	60	16	40	35	30	10	30	24
Total	830	453	4823	541	737	491	4746	524

Section E: Human Resources

Staffing Levels

As we prepare to return to campus for the 2020-21 fiscal year, we do so with cautious optimism. Although we are hopeful that we can remain on campus, we need to be prepared should the need arise for staff to work from home and faculty to deliver programs through alternative means. To ensure we are ready to pivot quickly and remain focused on student success, we are investing in our faculty and reallocating funds to positions required for the necessary pandemic response.

2019-20 Updated Projections

	In-Scope Admin. and Out-of-Scope Management	Out-of-Scope Admin.	In-Scope Instructors & EA's	Out-of-Scope Instructors	Total
FTE	63.64	1.33	32.9	6.25	104.12
Employee Count	90	11	59	50	210

2020-21 Projections

	In-Scope Admin. and Out-of-Scope Management	Out-of-Scope Admin.	In-Scope Instructors & EA's	Out-of-Scope Instructors	Total
FTE	60.76	1.2	30.83	6.3	99.09
Employee Count	75	13	63	37	188

Overall, our 2020-21 workforce will be reduced. Due to low enrolments, two programs will be cancelled, which reduces both faculty and administrative positions. We will be suspending our athletics program for 2020-21 to maximize the safety of our students and staff. For the same reason, additional resources will be invested in custodial functions. To maximize student support, further investment will be made in Educational Assistant functions.

Human Resources Activities

Hiring processes for 2020-21 will be relatively consistent with previous years. We anticipate our biggest hiring challenge to be instructors in our Power Engineering and Primary Care Paramedic programs. Hiring in the health services and trades sectors remains a challenge, especially in our smaller centers.

Great Plains College has suspended Professional Development initiatives for the year. We will continue to support internal staff in-service opportunities related to Respect in the Workplace, Violence Threat Risk Assessment (VTRA) and Occupational Health and Safety.

Human Resources will continue to focus on occupational health and safety initiatives ensuring the safety of our staff and students throughout 2020-21. This will include the development of policies, procedures and protocols related to exposure control and workplace illness.

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. New agreements were successfully ratified in early 2020.

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 committee and employee groups.

Section F: Sustainability Measures

PROGRAMS AND STRATEGIC ENROLMENT MANAGEMENT

The program planning process affords opportunities to rationalize program planning and articulate strategies for addressing existing demand for training, define new markets, grow enrolments, deal systematically with low enrolment programs and focus 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 2021-22 and concept development to 2022-23.
- Growth in international enrolments.
- 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.
- Continued 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 for the College and 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.

For 2020-21, within the context of the COVID-19 pandemic, the College will be dealing with a large deficit. If there is not further investment in the college by the province, we will see the deterioration of our reserves as they continue to be used for projects that they were not intended to fund. The escalating costs of infrastructure renewal, technology advancement, program growth and equipment replacement will continue to demand the use of reserves and challenge the sustainability in the college's core business.

RESPONDING TO FISCAL RESTRAINT

Much to our disappointment, last year's budget release saw a 10 per cent decrease to our base operating grant. In the past, 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 restrictions on spending in areas such as travel, materials and supplies, non-capital equipment, computer and information technology and some capital projects.

These initiatives help to control spending to some degree but, unfortunately such actions may not be enough within the context of COVID-19. Without additional funding, more aggressive measures will need to be employed to control the college budget, most likely including further reductions in programming and services and loss of jobs. To prepare for 2021-22 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.
- Continue to examine all areas for further efficiencies such as travel, materials and supplies, event supplies, non-capital equipment, computer and information technology, professional development and other operational costs.
- Continue to collaborate with the provincial CEO, SAO and SBO committees to find synergies and explore cost sharing initiatives.

Our hope is that these measures will provide additional insight into how to sustain core operations and services over the longer term.

Section G: Information Technology

Our major centre of focus for the 2019-20 year has been the implementation of Office 365 for students and staff. With the quick conversion to on-line learning and working from home, this implementation was done at a very rapid pace. This transition was a significant contributing factor to the success that the college experienced when we were forced to move to an on-line learning model in March of 2020 due to the COVID-19 pandemic. To facilitate this move many of our staff took advantage of professional development opportunities made available through Micro Age for training on the applications available in Office 365. Moving into the 2020-21 year, we look forward to continuing to improve the Office 365 experience for students and staff and to continuing to support the creation of a successful blended learning environment.

Accomplishments in 2019-20 include:

- Implementation of Office 365 for students and staff
- Implementation of Sentinel One endpoint security
- Implementation of D-Zone firewall
- Setup of CIRA D-Zone cyber awareness training
- Upgraded to Moodle 3.7.1
- Refresh Great Plains College website and implement new branding

- Implementation of new phone system at the Kindersley campus and refresh of Warman Campus phone system
- Upgrade Wi-Fi in Warman & Martensville
- Added SaskTel Select hotspots to all locations to improve online access for students and visitors
- Setup of technology equipment during the expansion of ABE into Martensville and refresh of equipment in the Warman facility during the renovation process
- Replace Ethernet switch stack in main server room in Swift Current
- Implementation of mass notification intercom system at the Kindersley campus
- Install key FOB system in Kindersley
- Support to students, faculty and staff as required including setup and installation of equipment as needed and IT troubleshooting
- Continued development of IT policy and disaster recovery documentation

In 2020-21 and beyond we will focus on:

- Continued implementation of recommendations of IT survey and audit
- Roll out Manage Engine Service Desk
- Update Dynamic Point expense claim integrated software
- Upgrade Microsoft Dynamics to GP
- Move to SharePoint online
- Increased security measures including training of staff on acceptable use and recognition of threats
- Student, faculty and staff IT education and training
- Continued development and updating of IT policies, guidelines and disaster recovery documentation
- Continue research of mobile management tools
- Maintaining and updating our five-year replacement plan
- 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
- Continue to support students, faculty and staff on a daily basis
- Continue to participate in the provincial Enterprise Resource Planning business system initiative

Estimated major anticipated future investments

IT equipment, software, supplies, material, security and operating costs will be a significant expense in 2020-21, we anticipate spending over \$250,000 in the coming year. COVID-19 has been a significant impactor on these costs as we continue to prepare a blended delivery model in the fall. As the need increases and technology advances, we find our inventory also continues to increase more each year resulting in ever climbing annual costs as we strive to keep our equipment updated and relevant.

Technologies advance at a very rapid pace, a continuing focus of the team continues to be emerging technologies and the desire to continually evolve to meet the demand of today's youth including students, faculty and staff.

Upgrading of information technology equipment and software requires much resourcing and education in order to meet today's demands while maintaining a secure environment. Staff strive to meet these challenges on a daily basis and the college will continue to focus on areas of highest risk, change management, threat detection and security, as well as demand, in order to serve our clients as best we can.

Section H: 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 access to facilities.

One 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 and in need of renovation of inadequate flooring for athletic competition. Financial details on the Gymnasium Renewal project are provided within last year's Ten-Year Major Capital Plan Summary.

Our most critical and pressing need had been expansion of space at the Warman Campus. Usage of the Warman Campus has grown exponentially creating challenges for program scheduling. Enrolment growth and potential demand for program and service growth "outstripped" capacity and the facility reached and exceeded capacity for classroom and office space. To alleviate this pressure, a 5-year lease solution has been approved in Martensville for 2019-20 to 2024.

Our Kindersley Campus is aging. We have invested in overhaul of the basement level in the past few years, as well as plumbing upgrades and exterior re-finishing. It is anticipated that to continue to have a learner centered environment further upgrades to the main and upstairs level will be required. With the help of PMR funding in 2019-20, we move closer to achievement of this goal.

As requested, for this 2020-21 Business Plan, the following table presents our Land Transaction and Occupancy Plan summary.

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 as needed
Swift Current – GPC North	129 2 nd Ave NE, Swift Current	OWNED		3,500 sq. ft.	NA	NA	Renovation complete
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	1,480 sq. ft.	June 30, 2021	\$12,852	Renew
Rosetown Welding Shop & Classroom	Rosetown	OWNED		3,200 + 600 sq. ft.	NA	NA	For Sale
Biggar Program Centre	701 Dominion St, Biggar	JOINT-USE		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, 2020	\$ 10,500	Renew
Warman Campus	201 Central Ave, Warman	JOINT-USE	Prairie Spirit School Division	6,090 sq. ft.	Dec 31, 2026	\$17,900 Utility and Occupancy Costs only	Renew
Martensville Civic Centre	37 Centennial Dr. Martensville S0K 2T0	LEASED	City of Martensville	2,600 Sq. ft.	June 30, 2025	\$39,060	Short-Term

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

Section I: 2020-21 Budget

PART A—PROJECTED FINANCIAL STATEMENTS AND KEY ASSUMPTIONS FOR 2020-21

Great Plains College is projecting to deliver programs and services in 2020-21 of approximately \$12.9 million. We anticipate this will create an overall deficit of \$1,057,550. If we remove the effects of capital transactions, including amortization, and the effects of scholarship & endowment activity, the college anticipates an operating deficit of \$577,035.

Great Plains College is anticipating utilizing our full Skills Training Allocation (STA) of \$1,705,000 in 2020-21. In addition to utilizing our entire allocation, we also anticipate utilizing our entire STA reserve and further requiring approximately \$116,000 in operational dollars to fund the increase in student supports and an increased need for technology equipment and training that will be required in order to successfully deliver programs in a blended learning format this coming year.

Our Adult Basic Education (ABE) allocation of \$660,000 from Ministry accounts for only a portion of our overall expenditures in ABE. Therefore, with the exception of our on-reserve program, only instructional and educational assistant supports for ABE are paid from the allocation. All other costs for the program are covered through school division contributions and in-kind support from the college and our partner organizations.

In the 2020-21 year, the college will see a decrease in the activity from international students due to the COVID-19 pandemic. In the past the revenues from international students has played a major role in the college budget and the loss of this revenue in the new fiscal year will severely impact or ability to provide services and supports at the same levels as we have in the past.

As we will be experiencing a deficit budget again this year, we are focusing on reducing costs wherever possible and concentrating on college core business priorities. We continue to worry about our ability to ensure that appropriate services and programs are offered in the future as well as our capacity to invest in technology, infrastructure and enhanced programming as this year's deficit will significantly deplete our accumulated reserves, lessening our ability to fund such projects.

The following assumptions have been incorporated into the budget estimates for 2020-21:

- The college has incorporated all funding as outlined in our letter of funding provided by the Saskatchewan budget announcement. All other sources of revenue, known and potential, have been calculated and included based on a strong likelihood that events will occur.
- Staffing for both administrative and instructional staff were budgeted based on the Collective Bargaining Agreement and the Staff Association Agreement.
- The 2020-21 budget estimates for non-salary operating expenses are based on submitted program plans and planned administrative services, taking into account the effects of a blended learning environment, historical expenditures, inflationary expectations and continued awareness of pressures on operating dollars. All expenditure estimates have been reasonably calculated based on the current information available.
- Ongoing replacement and repair of equipment and facilities will utilize the \$91,500 in preventative maintenance and renewal funding provided to Great Plains College in 2020-21.
- The college will utilize accumulated surplus reserves to minimize the effects of a deficit budget in 2020-21.

PART B: FINANCIAL IMPACTS OF IDENTIFIABLE RISK ON 2020-21-BUDGET

While funding provided by the Government of Saskatchewan to Great Plains College is known for 2020-21, 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 programming and services that the institution delivers and the level of subsidization required.
- Higher than projected school division revenue may result in increased revenues to execute Adult Basic Education program plans in 2020-21.
- Slippage from planned expenditures can positively impact operations by lowering the overall costs and ultimately increasing the accumulated surplus.
- Staffing vacancies can result in operational savings.
- Other revenue streams, such as international student recruitment efforts or the lifting of border restrictions due to COVID-19, may prove to be more successful than anticipated contributing positively to the overall operating surplus.

Downside Risk

- Lower than anticipated tuitions and enrolments can have a negative effect on the financials for programming which would result in increased subsidization from the institution.
- Lower than projected school division revenue may result in increased usage of institutional reserves to execute the Adult Basic Education program plan in 2020-21.
- Higher than anticipated expenditure in any area of the organization can negatively impact operations by creating an operational deficit and increase utilization of reserves.
- Aging infrastructure and unforeseen emergency events could put pressure on our operational dollars and reserves and threaten our ability to continue with core operations.
- Staffing vacancies could jeopardize our ability to complete projects as planned and provide services and programs to our clients.
- Efforts to support other revenue streams may not be as successful as anticipated.

Surplus Utilization/Deficit Management for 2020-21

The college is planning a deficit operating budget for 2020-21. We anticipate utilizing existing reserves to mitigate the effects of the deficit. The reserves that we had planned for capital growth and program development will see significant reductions in order to help offset our current anticipated deficit. Program reserves will also see significant reductions including the STA programming reserve that will see complete depletion as well as significant depletion to ABE reserves. For further detail on reserve utilization, please refer to Schedule 5 in our financial statements.

Knowing we cannot sustain significant deficits going into 2021-22, we will continue to work on some initiatives in 2020-21 in order to find ways to improve our situation. These could include: 1) seeking out opportunities to increase revenue generation; 2) performance of workload analysis, perusing opportunities for organizational change, identifying options to reduce workforce; 3) investigation of labour market changes and identifying areas where services or programs could be reduced or changed; and 4) analyzing the sustainability of the learning centres in our region in consideration of reducing our footprint or re-focusing priorities.

NOTE: See Appendix A for the Projected Financial Statements.

Appendix

Appendix A: Projected Financial Statements

Appendix B - STA Program Management Plan 2020-21

Appendix C- Essential Skills (ABE) Program Plan 2020-21

Great Plains College
Projected Statement of Financial Position
as at June 30, 2021

	2021 Budget	2020 Budget	2020 Estimated	2019 Actual
Financial Assets				
Cash and cash equivalents	\$ 430,740	\$ 2,516,021	\$ 262,559	\$ 1,208,237
Accounts receivable	680,000	680,000	708,816	772,225
Inventories for resale	70,000	50,000	70,000	77,147
Portfolio investments	1,924,000	316,513	2,400,000	2,352,054
Total Financial Assets	3,104,740	3,562,534	3,441,375	4,409,663
Liabilities				
Accrued salaries and benefits	500,000	500,000	500,000	559,727
Accounts payable and accrued liabilities	300,000	300,000	300,000	220,107
Deferred revenue	550,000	550,000	200,000	323,725
Liability for employee future benefits	225,300	221,000	219,800	213,700
Total Financial Assets	1,575,300	1,571,000	1,219,800	1,317,259
Net Financial Assets	1,529,440	1,991,534	2,221,575	3,092,404
Non-Financial Assets				
Tangible capital assets	11,154,852	11,508,128	11,520,267	11,720,417
Prepaid expenses	5,000	5,000	5,000	4,764
Total Non-Financial Assets	11,159,852	11,513,128	11,525,267	11,725,181
Accumulated Surplus	\$ 12,689,292	\$ 13,504,662	\$ 13,746,842	\$ 14,817,585
Accumulated Surplus is comprised of:				
Accumulated operating surplus	12,689,292	13,494,591	13,746,842	14,797,075
Accumulated remeasurement gains	(0)	10,071	(0)	20,510
Total Accumulated Surplus	\$ 12,689,292	\$ 13,504,662	\$ 13,746,842	\$ 14,817,585

Statement 2

Great Plains College
Projected Statement of Operations and Accumulated Surplus
for the year ended June 30, 2021

	2021 Budget	2020 Budget	2020 Estimated	2019 Actual
Revenues (Schedule 2)				
Provincial government				
Grants	\$ 7,551,872	\$ 7,390,100	\$ 7,580,400	\$ 7,871,448
Other	43,324	43,324	43,387	109,206
Federal government				
Grants	535,854	395,854	405,854	375,901
Other revenue				
Contracts	603,400	512,750	653,756	597,969
Interest	75,000	109,000	87,500	94,471
Rents	80,348	80,500	67,348	71,529
Resale items	8,000	8,000	8,000	9,018
Tuition	2,639,052	3,040,136	2,306,371	2,373,764
Donations	132,200	89,500	116,300	106,676
Other	360,730	268,700	292,371	368,429
Total Revenues	<u>12,029,780</u>	<u>11,937,864</u>	<u>11,561,287</u>	<u>11,978,411</u>
Expenses (Schedule 3)				
General	6,451,947	6,585,924	6,422,195	6,290,739
Skills training	3,177,708	3,200,584	2,841,013	2,784,779
Basic education	2,060,854	1,892,457	1,969,967	1,794,050
University	286,777	169,840	162,977	79,131
Services	804,771	816,254	872,240	672,428
Scholarships	217,000	194,500	259,300	130,575
Development	88,273	86,306	83,828	91,799
Total Expenses	<u>13,087,330</u>	<u>12,945,865</u>	<u>12,611,520</u>	<u>11,843,501</u>
(Deficit) for the Year from Operations	<u>(1,057,550)</u>	<u>(1,008,001)</u>	<u>(1,050,233)</u>	<u>134,910</u>
Accumulated Operating Surplus, Beginning of Year	<u>13,746,842</u>	<u>14,502,592</u>	<u>14,797,075</u>	<u>14,662,165</u>
Accumulated Operating Surplus, End of Year	<u>\$ 12,689,292</u>	<u>\$ 13,494,591</u>	<u>\$ 13,746,842</u>	<u>\$ 14,797,075</u>

Great Plains College
Projected Statement of Remeasurement Gains and Losses
for the year ended June 30, 2021

	2021 Budget	2020 Budget	2020 Estimated	2019 Actual
Accumulated Remeasurement Gains, Beginning of Year	\$ (0)	\$ 14,058	\$ 20,510	\$ 13,307
Unrealized gains attributable to:				
Portfolio investments	-	8,013	-	14,703
Amounts reclassified to the statement of operations:				
Portfolio investments	-	(12,000)	-	(7,500)
Long-term liabilities			(20,510)	-
Net remeasurement (losses) gains for the year	-	(3,987)	(20,510)	7,203
Accumulated Remeasurement Gains, End of Year	\$ (0)	\$ 10,071	\$ (0)	\$ 20,510

Great Plains College
Projected Statement of Changes in Net Financial Assets
as at June 30, 2021

	2021 Budget	2020 Budget	2020 Estimated	2019 Actual
Net Financial Assets, Beginning of Year	\$ 2,221,575	\$ 2,840,455	\$ 3,092,404	\$ 2,654,297
(Deficit) surplus for the Year from Operations	(1,057,550)	(1,008,001)	(1,050,233)	134,910
Acquisition of tangible capital assets	(229,500)	(395,000)	(370,650)	(266,054)
Amortization of tangible capital assets	594,915	558,067	570,800	552,926
(Increase) decrease in prepaid expenses	-	-	(236)	9,122
	<u>(692,135)</u>	<u>(844,934)</u>	<u>(850,319)</u>	<u>430,904</u>
Net Remeasurement (Losses) Gains	<u>-</u>	<u>(3,987)</u>	<u>(20,510)</u>	<u>7,203</u>
Change in Net Financial Assets	<u>(692,135)</u>	<u>(848,921)</u>	<u>(870,829)</u>	<u>438,107</u>
Net Financial Assets, End of Year	<u>\$ 1,529,440</u>	<u>\$ 1,991,534</u>	<u>\$ 2,221,575</u>	<u>\$ 3,092,404</u>

Great Plains College
Projected Statement of Cash Flows
for the year ended June 30, 2021

	2021 Budget	2020 Budget	2020 Estimated	2019 Actual
Operating Activities				
(Deficit) for the year from operations	\$ (1,057,550)	\$ (1,008,001)	\$ (1,050,233)	\$ 134,910
Non-cash items included in (deficit)				
Amortization of tangible capital assets	594,915	558,067	570,800	552,926
Changes in non-cash working capital				
Decrease (increase) in accounts receivable	28,816	28,816	63,409	(33,860)
Decrease (increase) in inventories for resale	-	-	7,147	(34,952)
Increase (decrease) in accrued salaries and benefits	-	20,000	(59,727)	17,673
Increase in accounts payable and accrued liabilities	-	-	79,893	2,313
Increase (decrease) in deferred revenue	350,000	-	(123,725)	(254,929)
Increase (decrease) in employee future benefits	5,500	3,000	6,100	(2,200)
Decrease (increase) in prepaid expenses	-	-	(236)	9,122
Cash Provided (Used) by Operating Activities	(78,319)	(398,118)	(506,572)	391,003
Capital Activities				
Cash used to acquire tangible capital assets	(229,500)	(395,000)	(370,650)	(266,054)
Investing Activities				
Cash used to acquire portfolio investments	476,000	-	(47,946)	(1,139,349)
Reclass remeasurement gain to long-term liability			(20,510)	
Increase (Decrease) in Cash and Cash equivalents	168,181	(793,118)	(945,678)	(1,014,400)
Cash and Cash Equivalents, Beginning of Year	262,559	3,309,139	1,208,237	2,222,637
Cash and Cash Equivalents, End of Year	\$ 430,740	\$ 2,516,021	\$ 262,559	\$ 1,208,237

GREAT PLAINS COLLEGE
Projected Schedule of Revenue and Expenses by Function
for the year ended June 30, 2021

	2021 Projected										2021	2020	2020
	General	Skills Training		Basic Education		Services		University	Scholarships	Development	Budget	Budget	Estimated
		Credit	Non-credit	Credit	Non-credit	Learner Support	Counsel	Credit					
REVENUES													
Provincial Government													
Operating Grant	\$4,544,772	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,544,772	\$ 4,323,100	\$ 4,453,000
Program Payments	-	1,705,000	-	800,000	330,200	-	-	-	-	-	2,835,200	2,887,200	2,835,200
Other	55,500	-	-	-	-	80,000	-	-	36,400	-	171,900	179,800	292,200
	4,600,272	1,705,000	-	800,000	330,200	80,000	-	-	36,400	-	7,551,872	7,390,100	7,580,400
Other Provincial	6,500	-	-	-	36,824	-	-	-	-	-	43,324	43,324	43,387
	4,606,772	1,705,000	-	800,000	367,024	80,000	-	-	36,400	-	7,595,196	7,433,424	7,623,787
Federal Government	-	-	-	-	535,854	-	-	-	-	-	535,854	395,854	405,854
Other Revenue													
Contracts		122,150	11,250	470,000	-	-	-	-	-	-	603,400	512,750	653,756
Interest	63,000	-	-	-	-	-	-	-	12,000	-	75,000	109,000	87,500
Rents	80,348	-	-	-	-	-	-	-	-	-	80,348	80,500	67,348
Resale Items	8,000	-	-	-	-	-	-	-	-	-	8,000	8,000	8,000
Tuitions	-	2,345,792	28,850	-	-	-	-	264,410	-	-	2,639,052	3,040,136	2,306,371
Other	184,240	57,440	-	1,500	1,500	64,200	-	51,850	132,200	-	492,930	358,200	408,671
	335,588	2,525,382	40,100	471,500	1,500	64,200	-	316,260	144,200	-	3,898,730	4,108,586	3,531,646
Total Revenues	4,942,360	4,230,382	40,100	1,271,500	904,378	144,200	-	316,260	180,600	-	12,029,780	11,937,864	11,561,287
EXPENSES													
Agency Contracts	1,000	826,440	6,750	65,250	23,345	41,200	-	267,007	-	-	1,230,992	1,146,233	944,203
Amortization	594,915	-	-	-	-	-	-	-	-	-	594,915	558,067	570,800
Equipment	263,800	97,500	-	6,500	100	-	-	-	-	-	367,900	345,072	305,307
Facilities	462,000	11,410	-	27,500	15,000	-	-	-	-	-	515,910	474,550	515,670
Information Technology	296,400	16,800	-	-	-	-	-	-	-	-	313,200	252,000	263,139
Operating	752,048	188,482	3,690	69,200	74,970	170	19,550	19,770	217,000	2,100	1,346,980	1,554,885	1,385,272
Personal Services	4,081,784	2,015,899	10,737	1,064,631	714,358	278,919	464,932	-	-	86,173	8,717,433	8,615,058	8,627,129
Total Expenses	6,451,947	3,156,531	21,177	1,233,081	827,773	320,289	484,482	286,777	217,000	88,273	13,087,330	12,945,865	12,611,520
Excess (deficiency) of revenues over expenses	\$ (1,509,587)	\$ 1,073,851	\$ 18,923	\$ 38,419	\$ 76,605	\$ (176,089)	\$ (484,482)	\$ 29,483	\$ (36,400)	\$ (88,273)	\$ (1,057,550)	\$ (1,008,001)	\$ (1,050,233)

GREAT PLAINS COLLEGE
Projected Schedule of Revenues by Function
for the year ended June 30, 2021

2021 Projected Revenues											2021	2020	2020
General		Skills Training		Basic Education		Services		University	Scholarships	Development	Budget	Budget	Estimated
	Credit	Non-credit	Credit	Non-credit	Learner Support	Counsel	Credit						
Provincial Government													
Adv Ed/Immigration & Career													
Operating Grant	\$ 4,544,772	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,544,772	\$ 4,323,100	\$ 4,453,000
Program Grants	-	1,705,000	-	800,000	330,200	-	-	-	-	-	2,835,200	2,887,200	2,835,200
Capital Grants	55,500	-	-	-	-	-	-	-	-	-	55,500	67,000	103,000
	4,600,272	1,705,000	-	800,000	330,200	-	-	-	-	-	7,435,472	7,277,300	7,391,200
Other	-	-	-	-	-	80,000	-	-	36,400	-	116,400	112,800	189,200
	4,600,272	1,705,000	-	800,000	330,200	80,000	-	-	36,400	-	7,551,872	7,390,100	7,580,400
Other Provincial	6,500	-	-	-	36,824	-	-	-	-	-	43,324	43,324	43,387
Total Provincial	4,606,772	1,705,000	-	800,000	367,024	80,000	-	-	36,400	-	7,595,196	7,433,424	7,623,787
Federal Government													
Program Grants													
Total Federal	-	-	-	-	535,854	-	-	-	-	-	535,854	395,854	405,854
	-	-	-	-	535,854	-	-	-	-	-	535,854	395,854	405,854
Other Revenue													
Contracts	-	122,150	11,250	470,000	-	-	-	-	-	-	603,400	512,750	653,756
Interest	63,000	-	-	-	-	-	-	-	12,000	-	75,000	109,000	87,500
Rents	80,348	-	-	-	-	-	-	-	-	-	80,348	80,500	67,348
Resale Items	8,000	-	-	-	-	-	-	-	-	-	8,000	8,000	8,000
Tuitions	-	2,345,792	28,850	-	-	-	-	264,410	-	-	2,639,052	3,040,136	2,306,371
Donations	-	-	-	-	-	-	-	-	132,200	-	132,200	89,500	116,300
Other	184,240	57,440	-	1,500	1,500	64,200	-	51,850	-	-	360,730	268,700	292,371
Total Other	335,588	2,525,382	40,100	471,500	1,500	64,200	-	316,260	144,200	-	3,898,730	4,108,586	3,531,846
Total Revenues	\$ 4,942,360	\$ 4,230,382	\$ 40,100	\$ 1,271,500	\$ 904,378	\$ 144,200	\$ -	\$ 316,260	\$ 180,600	\$ -	\$ 12,029,780	\$ 11,937,864	\$ 11,561,287

GREAT PLAINS COLLEGE
Projected Schedule of Expenses by Function
for the year ended June 30, 2021

Schedule 3

2021 Projected Expenses											2021	2020	2020
	General	Skills Training		Basic Education		Services		University	Scholarships	Development	Budget	Budget	Estimated
		Credit	Non-credit	Credit	Non-credit	Learner Support	Counsel	Credit					
Agency													
Agency Contracts	\$ 1,000	\$ 610,730	\$ 4,000	\$65,250	\$ 23,345	\$ 41,200	\$ -	\$ 267,007	\$ -	\$ -	\$ 1,012,532	\$ 949,455	\$ 760,005
Contract Instructors	-	215,710	2,750	-	-	-	-	-	-	-	218,460	196,778	184,198
Total Agency	1,000	826,440	6,750	65,250	23,345	41,200	-	267,007	-	-	1,230,992	1,146,233	944,203
Amortization	594,915	-	-	-	-	-	-	-	-	-	594,915	558,067	570,800
Equipment													
Non-Capital Equip	35,000	3,500	-	6,500	100	-	-	-	-	-	45,100	62,100	22,577
Rental	86,700	78,000	-	-	-	-	-	-	-	-	164,700	158,157	160,966
Repairs & Maint	30,600	16,000	-	-	-	-	-	-	-	-	46,600	16,600	28,964
Vehicle Lease	111,500	-	-	-	-	-	-	-	-	-	111,500	108,215	92,800
Total Equipment	263,800	97,500	-	6,500	100	-	-	-	-	-	367,900	345,072	305,307
Facilities													
Building Supplies	5,900	-	-	-	-	-	-	-	-	-	5,900	5,550	5,900
Grounds	12,500	-	-	-	-	-	-	-	-	-	12,500	13,500	13,000
Janitorial	76,000	-	-	-	-	-	-	-	-	-	76,000	59,700	65,200
Rental	18,800	11,410	-	27,500	15,000	-	-	-	-	-	72,710	80,000	77,970
Repairs & Maint Buildings	95,200	-	-	-	-	-	-	-	-	-	95,200	94,200	93,000
Utilities	253,600	-	-	-	-	-	-	-	-	-	253,600	221,600	260,600
Total Facilities	462,000	11,410	-	27,500	15,000	-	-	-	-	-	515,910	474,550	515,670
Total Information Technology													
Computer Services	93,800	-	-	-	-	-	-	-	-	-	93,800	106,300	70,800
Data Communications	-	-	-	-	-	-	-	-	-	-	-	3,000	3,000
Equipment	102,400	-	-	-	-	-	-	-	-	-	102,400	66,800	84,618
Materials & Supplies	18,000	-	-	-	-	-	-	-	-	-	18,000	18,000	18,000
Repairs & Maint	5,000	-	-	-	-	-	-	-	-	-	5,000	4,000	4,000
Software	77,200	16,800	-	-	-	-	-	-	-	-	94,000	53,900	82,721
Total Information Technology	296,400	16,800	-	-	-	-	-	-	-	-	313,200	252,000	263,139
Personal Services													
Employee Benefits	667,849	272,803	1,114	121,027	69,540	50,964	84,017	-	-	14,907	1,282,221	1,283,939	1,302,120
Honoraria	17,000	-	-	-	-	-	-	-	-	-	17,000	29,000	23,500
Salaries	3,391,435	1,743,096	9,623	943,604	644,818	227,955	380,915	-	-	71,266	7,412,712	7,298,619	7,295,409
Other	5,500	-	-	-	-	-	-	-	-	-	5,500	3,500	6,100
Total Personal Services	4,081,784	2,015,899	10,737	1,064,631	714,358	278,919	464,932	-	-	86,173	8,717,433	8,615,058	8,627,129
Operating Expenses													
Advertising & Promotion	163,000	600	-	-	1,612	-	-	16,100	-	-	181,312	196,612	147,062
Association Fees & Dues	38,450	5,547	-	5,200	5,455	-	-	-	-	-	54,652	47,525	44,069
Bad Debts	2,500	-	-	-	-	-	-	-	-	-	2,500	2,500	1,000
Financial Services	25,000	-	-	-	-	-	-	-	-	-	25,000	25,000	25,000
Professional Development	26,000	-	-	-	3,500	-	-	-	-	-	29,500	121,500	81,000
Insurance	76,590	900	-	-	-	-	-	-	-	-	77,490	73,460	76,910
Material & Supplies	100,878	135,113	1,960	42,500	38,253	170	16,150	3,670	-	-	338,694	325,183	293,228
Postage, Freight & Courier	27,200	9,170	-	-	150	-	-	-	-	-	36,520	33,050	30,000
Printing & Copying	20,300	-	30	-	3,000	-	-	-	-	-	23,330	23,300	13,327
Professional Services	81,500	-	-	-	-	-	-	-	-	-	81,500	200,000	108,798
Subscriptions	4,390	105	-	1,500	-	-	-	-	-	-	5,995	7,985	6,188
Telephone	88,920	-	-	3,000	1,500	-	1,800	-	-	500	95,720	91,120	95,310
Travel	97,320	37,047	1,700	17,000	21,500	-	1,600	-	-	1,600	177,767	208,150	200,029
Other Operating Expenses	-	-	-	-	-	-	-	-	217,000	-	217,000	199,500	263,351
Total Operating Expenses	752,048	188,482	3,690	69,200	74,970	170	19,550	19,770	217,000	2,100	1,346,980	1,554,885	1,385,272
Total Expenses	\$ 6,451,947	\$ 3,156,531	\$ 21,177	\$ 1,233,081	\$ 827,773	\$ 320,289	\$ 484,482	\$ 286,777	\$ 217,000	\$ 88,273	\$ 13,087,330	\$ 12,945,865	\$ 12,611,520

GREAT PLAINS COLLEGE
Projected Schedule of General Expenses by Functional Area
for the year ended June 30, 2021

	2021 Projected General				2021	2020	2020
	Governance	Operating and Administration	Facilities and Equipment	Information Technology	Budget	Budget	Estimated
Agency							
Agency Contracts	\$ -	\$ 1,000	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000
Contract Instructors	-	-	-	-	-	-	-
Total Agency	-	1,000	-	-	1,000	1,000	1,000
Amortization	-	594,915	-	-	594,915	558,067	570,800
Equipment							
Non-Capital Equip	-	1,000	34,000	-	35,000	28,500	15,500
Rental	-	81,500	5,200	-	86,700	66,952	83,900
Repairs & Maint	-	25,000	5,600	-	30,600	15,100	16,600
Vehicle Lease	-	-	111,500	-	111,500	108,215	92,800
Total Equipment	-	107,500	156,300	-	263,800	218,767	208,800
Facilities							
Building Supplies	-	-	5,900	-	5,900	5,550	5,900
Grounds	-	-	12,500	-	12,500	13,500	13,000
Janitorial	-	-	76,000	-	76,000	59,700	65,200
Rental	-	5,800	13,000	-	18,800	18,500	15,000
Repairs & Maint Buildings	-	-	95,200	-	95,200	94,200	93,000
Utilities	-	-	253,600	-	253,600	221,600	260,600
Total Facilities	-	5,800	456,200	-	462,000	413,050	452,700
Total Information Technology							
Computer Services	-	63,500	-	30,300	93,800	106,300	70,800
Data Communications	-	-	-	-	-	3,000	3,000
Equipment	-	-	-	102,400	102,400	66,800	84,618
Materials & Supplies	-	-	-	18,000	18,000	18,000	18,000
Repairs & Maint	-	-	-	5,000	5,000	4,000	4,000
Software	-	-	-	77,200	77,200	37,100	66,100
Total Information Technology	-	63,500	-	232,900	296,400	235,200	246,518
Personal Services							
Employee Benefits	-	570,936	58,173	38,740	667,849	674,004	682,670
Honoraria	17,000	-	-	-	17,000	29,000	23,500
Salaries	-	2,928,577	261,814	201,044	3,391,435	3,439,661	3,454,092
Other	-	5,500	-	-	5,500	3,500	6,100
Total Personal Services	17,000	3,505,013	319,987	239,784	4,081,784	4,146,165	4,166,362
Operating Expenses							
Advertising & Promotion	-	163,000	-	-	163,000	178,300	128,850
Association Fees & Dues	7,500	24,580	120	6,250	38,450	32,855	27,900
Bad Debts	2,500	-	-	-	2,500	2,500	1,000
Financial Services	-	25,000	-	-	25,000	25,000	25,000
Professional Development	-	26,000	-	-	26,000	118,000	77,500
Insurance	10,000	3,500	60,090	3,000	76,590	72,560	76,010
Material & Supplies	3,400	87,678	9,800	-	100,878	114,800	96,856
Postage, Freight & Courier	-	27,200	-	-	27,200	32,250	24,700
Printing & Copying	-	20,000	300	-	20,300	20,300	10,300
Professional Services	-	81,500	-	-	81,500	200,000	108,798
Subscriptions	-	4,390	-	-	4,390	6,140	4,390
Telephone	-	15,820	71,100	2,000	88,920	86,820	89,010
Travel	12,800	80,520	1,200	2,800	97,320	119,150	101,650
Other Operating Expenses	-	-	-	-	-	5,000	4,051
Total Operating Expenses	36,200	559,188	142,610	14,050	752,048	1,013,675	776,015
Total Expenses	\$ 53,200	\$ 4,836,916	\$ 1,075,097	\$ 486,734	\$ 6,451,947	\$ 6,585,924	\$ 6,422,195

GREAT PLAINS COLLEGE
Projected Schedule of Changes in Accumulated Surplus from Operations
for the year ended June 30, 2021

	June 30 2019 Actual	June 30 2020 Estimated	June 30 2020 Budget	Additions during the year	Reductions during the year	June 30 2021 Budget
Invested in Tangible Capital Assets:						
Net Book Value of Tangible Capital Assets	\$ 11,720,417	\$ 11,520,267	\$ 11,508,128	\$ 229,500	\$ 594,915	\$ 11,154,852
Internally Restricted Operating Surplus:						
Contributions to be Held in Perpetuity - Endowment Funds:	306,349	346,349	306,247	-	-	346,349
Scholarships:	149,939	107,639	101,537	-	36,400	71,239
Capital:						
Capital Contingency	689,351	417,828	311,214	-	128,500	289,328
Fundraising						
Carhartt's	22,452	46,144	21,500			46,144
Athletics	-	-	5,000			-
Operating:						
Student Health & Dental Reserve	50,602	23,602	48,684	3,000	-	26,602
Program Development, Technology & Innovation	339,579	333,579	166,504	-	139,697	193,882
Enterprise Risk Management	24,612	-	13,015	-	-	-
Deficit Management Fund	200,000	-	-	-	-	-
Programs:						
Skills Training Allowance	388,412	286,981	357,922	-	286,981	-
Adult Basic Education	172,642	149,013	76,333	-	116,811	32,202
ABE - On Reserve	98,688	68,256	73,769	-	18,513	49,743
Essential Skills	123,380	71,868	51,122	8,998	-	80,866
English as a Second Language	45,730	15,730	36,322	-	-	15,730
	2,611,736	1,866,989	1,569,169	11,998	726,902	1,152,085
Unrestricted Operating Surplus	464,922	359,586	417,294	599,803	577,034	382,355
Accumulated Operating Surplus	\$ 14,797,075	\$ 13,746,842	\$ 13,494,591			\$ 12,689,292
Accumulated Remeasurement Gains	20,510	-	-			-
Total Accumulated Surplus	\$ 14,817,585	\$ 13,746,842	\$ 13,494,591			\$ 12,689,292

Delivery Institution: Great Plains College

Date Submitted: 30-Jun-20

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Program Information																2020-21 ICT Funding		Other Funding		Total Cost	Rationale	
Program Name	Standard Program Name	Institute/ Industry Credit	Accredited Organization	Delivery Method	Location	Start Date (dd/mmm/yy)	End Date (dd/mmm/yy)	Program Days	Program Capacity	Projected Enrolment Part-time	Full-time	Projected FLE	Labs/Clinicals provided	Work placements provided	Projected STA Funding [A]	Use of Carryover* [B]	Tuition & Books [C]	Partner Contribution [D]	Total Course Cost [A+B+C+D]	Brief Rationale for Program		
Plan A																						
Admin Assistant - FT	Administrative Assistant Certificate	Institute	Assiniboine	Combination (Class room and distance learning)	Swift Current	1-Sep-20	31-May-21	160	24		24	34	N/A	Yes	42,043					sask occupational outlook 2019-2020/NOC 1241-good outlook		
Admin Assistant - PT	Administrative Assistant Certificate	Institute	Assiniboine	Combination (Class room and distance learning)	Swift Current	1-Sep-20	31-May-21	80	24	15		17	N/A	Yes	34,888					sask occupational outlook 2019-2020/NOC 1241-good outlook		
Admin Assistant - FT	Administrative Assistant Certificate	Institute	Assiniboine	Combination (Class room and distance learning)	Kindersley	1-Sep-20	31-May-21	160	14		8	20	N/A	Yes	90,303					sask occupational outlook 2019-2020/NOC 1241-good outlook		
Admin Assistant - PT	Administrative Assistant Certificate	Institute	Assiniboine	Combination (Class room and distance learning)	Warman	1-Sep-20	31-May-21	80	20	15		14	N/A	Yes	25,315					sask occupational outlook 2019-2020/NOC 1241-good outlook		
Business Certificate (2 sections)	Business Certificate	Institute	SaskPolytech	Combination (Class room and distance learning)	Swift Current	1-Sep-20	30-Apr-21	262	24		24	56	N/A	No	62,888					sask occupational outlook 2019-2020/NOC 1311-good outlook		
Business Certificate (1 section)	Business Certificate	Institute	SaskPolytech	Combination (Class room and distance learning)	Warman	1-Sep-20	30-Apr-21	131	24		22	28	N/A	No	88,509					sask occupational outlook 2019-2020/NOC 1311-good outlook		
Business Diploma in Management, HR or Accountancy	Business Diploma (Year 2)	Institute	SaskPolytech	Combination (Class room and distance learning)	Swift Current	1-Sep-20	30-Apr-21	134	24		10	29	N/A	No	131,259					sask occupational outlook 2019-2020/NOC 1311-good outlook		
Business Diploma in Management, HR or Accountancy	Business Diploma (Year 2)	Institute	SaskPolytech	Combination (Class room and distance learning)	Warman	1-Sep-20	30-Apr-21	134	22		10	26	N/A	No	34,490					sask occupational outlook 2019-2020/NOC 1311-good outlook		
Continuing Care Assistant - PT	Continuing Care Assistant Certificate	Institute	SaskPolytech	Combination (Class room and distance learning)	Biggar	9-Sep-20	30-Jun-21	43	24	12		9	Yes, in person	No	21,886					sask occupational outlook 2019-2020/NOC 3413-good outlook		
Continuing Care Assistant - PT	Continuing Care Assistant Certificate	Institute	SaskPolytech	Combination (Class room and distance learning)	Kindersley	1-Sep-20	30-Jun-21	45	24	10		10	Yes, in person	No	32,637					sask occupational outlook 2019-2020/NOC 3413-good outlook		
Continuing Care Assistant - FT	Continuing Care Assistant Certificate	Institute	SaskPolytech	Combination (Class room and distance learning)	Kindersley	4-Jan-21	30-Jun-21	85	8		8	6	Yes, in person	No	91,449					sask occupational outlook 2019-2020/NOC 3413-good outlook		
Early Childhood Education - PT	Early Childhood Education Diploma	Institute	SaskPolytech	Combination (Class room and distance learning)	Swift Current	22-Sep-20	30-Jun-21	24	24	8		5	Yes, in person	No	32,678					sask occupational outlook 2019-2020/NOC 4214-good outlook		
Early Childhood Education - PT	Early Childhood Education Diploma	Institute	SaskPolytech	Combination (Class room and distance learning)	Warman	1-Sep-20	30-Jun-21	46	24	8		10	Yes, in person	No	17,173					sask occupational outlook 2019-2020/NOC 4214-good outlook		
Electrician (Fall)	Electrician Applied Certificate	Institute	SaskPolytech	Combination (Class room and distance learning)	Swift Current	24-Aug-20	18-Dec-20	86	12		12	9	Yes, in person	No	58,492					sask occupational outlook 2019-2020/NOC 7241-fair, regional student demand		
Electrician (Winter)	Electrician Applied Certificate	Institute	SaskPolytech	Combination (Class room and distance learning)	Swift Current	1-Feb-21	28-May-21	86	12		12	9	Yes, in person	No	47,679					sask occupational outlook 2019-2020/NOC 7241-fair, regional student demand		
Heavy Equipment Operator (2 sections; 1 summer and 1 spring)	Heavy Equipment Operator	Industry	Great Plains	Class room	Warman	10-Aug-20	4-Jun-21	80	8		8	6	Yes, in person	No	24,948					sask occupational outlook 2019-2020/NOC 7521-fair, regional student demand		
Power Engineering - Fourth Class	Power Engineering Technician Certificate (4th Class)	Institute	SaskPolytech	Combination (Class room and distance learning)	Swift Current	1-Sep-20	30-Apr-21	125	12		12	13	Yes, in person	No	139,272					sask occupational outlook 2019-2020/NOC 9241; regional student demand		
Power Engineering - Third Class (Semester 4) May 6, 2020 - Dec 20, 2021	Power Engineering Technology Diploma (3rd Class)	Institute	SaskPolytech	Combination (Class room and distance learning)	Swift Current	1-Sep-20	20-Dec-20	70	12		12	7	Yes, in person	No	73,115					sask occupational outlook 2019-2020/NOC 9241; regional student demand		
Power Engineering - Third Class (Semester 3) May 3, 2021 - Dec 17, 2021	Power Engineering Technology Diploma (3rd Class)	Institute	SaskPolytech	Combination (Class room and distance learning)	Swift Current	3-May-21	30-Jun-21	22	12		12	2	Yes, in person	No	36,916					sask occupational outlook 2019-2020/NOC 9241; regional student demand		
Power Engineering - Third Class	Power Engineering Technology Diploma (3rd Class)	Institute	SAIT	Class room	Kindersley	1-Sep-20	29-Jan-21	88	12		10	9	N/A	No	83,088					sask occupational outlook 2019-2020/NOC 9241; regional student demand		
Practical Nursing Semester 1	Practical Nursing Diploma (Year 1)	Institute	SaskPolytech	Combination (Class room and distance learning)	Biggar	8-Feb-21	28-May-21	62	14		14	19	Yes, in person	No	96,036					sask occupational outlook 2019-2020/NOC 3233-good outlook		
Practical Nursing Semester 4	Practical Nursing Diploma (Year 2)	Institute	SaskPolytech	Combination (Class room and distance learning)	Biggar	1-Sep-20	18-Dec-20	72	14		14	19	Yes, in person	No	82,523					sask occupational outlook 2019-2020/NOC 3233-good outlook		
Practical Nursing	Practical Nursing Diploma (Year 1)	Institute	SaskPolytech	Combination (Class room and distance learning)	Swift Current	18-Sep-20	30-Jun-21	153	14		14	19	Yes, in person	No	224,865					sask occupational outlook 2019-2020/NOC 3233-good outlook		
Practical Nursing	Practical Nursing Diploma (Year 2)	Institute	SaskPolytech	Combination (Class room and distance learning)	Swift Current	24-Aug-20	30-Jun-21	153	14		14	19	Yes, in person	No	224,880					sask occupational outlook 2019-2020/NOC 3233-good outlook		
Primary Care Paramedic PT	Primary Care Paramedic Certificate	Institute	SaskPolytech	Combination (Class room and distance learning)	Swift Current	11-Sep-20	30-Jun-21	62	12		12	7	Yes, in person	No	147,990					sask occupational outlook 2019-2020/NOC 3234-good outlook		
Welding	Welding Certificate	Institute	SaskPolytech	Combination (Class room and distance learning)	Swift Current	1-Sep-20	7-May-21	170	12		12	18	Yes, in person	No	138,950					sask occupational outlook 2019-2020/NOC 7237-good outlook		
Youth Care Worker	Youth Care Worker Certificate	Institute	SaskPolytech	Combination (Class room and distance learning)	Warman	1-Sep-20	30-Apr-21	150	22		14	29	N/A	Yes	51,695					sask occupational outlook 2019-2020/NOC 4212-good outlook		
Total:									462	68	278	450	0	0	\$2,135,967	\$0	\$0	\$0	\$0			
Plan B																						
Other Institute Credit Programming - Cost Recovery																						
Continuing Care Assistant - PT	Continuing Care Assistant Certificate	Institute	SaskPolytech	Combination (Class room and distance learning)	Swift Current	1-Sep-20	30-Jun-21	102	24	24		22								\$0 sask occupational outlook 2019-2020/NOC 3413-good outlook		
																				\$0		
																				\$0		
note: "our goal for FLE projections are based on targets or projected enrolments rather than program capacities".																						

note: "our goal for FLE projections are based on targets or projected enrolments rather than program capacities".

Essential Skills (Adult Basic Education) Program Management Plan for 2020-21

Delivery Institution: Great Plains College

Date Submitted: June 29 2020

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Program Information										Projected Enrolment		Projected FLE	Work Placements provided	2020-21 ICT Funding		Other Funding		Total Anticipated Program Funding [A+B+C+D]	In-Kind Contribution	PTA
Program Name	Program Level	Location	On-Reserve/ Off-Reserve	Partners	Delivery Method	Start Date (dd/mm/yy)	End Date (dd/mm/yy)	Total # of Contact Days	Seat Capacity	Part-time	Full-time			Projected ABE Funding [A]	ABE Carry Over Funds Used * [B]	K-12 Funding for 18-21 Year Olds [C]	Partner Contribution [D]			
Section A - Program Plan																				
Pre-12	Level 3	Kindersley	Off-Reserve	Sunwest School Division	Combination (Class room and distance learning)	1-Sep-20	30-Apr-21	115	NA (1 room classroo m with adult 12)	NA	NA	NA (1 room classroom with Adult 12)	No					\$0	No	Yes
Adult 12	Level 4	Kindersley	Off-Reserve		Combination (Class room and distance learning)	1-Sep-20	27-May-21	131	15	2	14	15.4	No	\$94,286	None	\$35,000		\$129,286	No	Yes
Essential Skills	ESWP Level 3	Maple Creek	On-Reserve	Utilizing on reserve dollars but program at Maple Creek campus in partnership with Nekaneet First Nation	Combination (Class room and distance learning)	5-Oct-20	27-May-21	115	6	0	6	5.1	Yes	\$70,000	\$9,256	\$0	\$10,000	\$89,256	Yes	Yes
Essential Skills-SkPower (This is actually level 3/4)	ESWP Level 3	Maple Creek	On-Reserve	Utilizing on reserve dollars but program at Maple Creek campus in partnership with Nekaneet First Nation and Sask Power	Combination (Class room and distance learning)	5-Oct-20	27-May-21	115	8	2	6	5.1	Yes	\$70,000	\$9,257	\$0	\$20,000	\$99,257	Yes	Yes
Pre-12	Level 3	Maple Creek	Off-Reserve	Nekaneet First Nation, Chinook School Division	Combination (Class room and distance learning)	5-Oct-20	27-May-21	115	9	2	8	6.8	No	\$94,286		\$108,750	NA		Yes	Yes
Adult 12	Level 4	Maple Creek	Off-Reserve	Nekaneet First Nation, Chinook School Division	Combination (Class room and distance learning)	1-Sep-20	27-May-21	161	18	0	18	23.6	No	\$94,286		\$108,750	NA		Yes	Yes
Essential Skills/ECE/ESL Program	ESWP Level 3	Martensville	Off-Reserve	Saskatoon Open Door Society, Prairie Spirit School Division, IRCC	Combination (Class room and distance learning)	2-Sep-20	30-Apr-21	115	6	0	6	5.1	Yes	\$63,667	NA	NA	\$34,383	\$98,050	Yes	
Pre-12	Level 3	Martensville	Off-Reserve	Prairie Spirit School Division	Combination (Class room and distance learning)	1-Sep-20	28-May-21	161	12	2	11	15.7	No	\$94,286	\$58,405	NA	NA	\$152,691		
Adult 12	Level 4	Martensville	Off-Reserve	Prairie Spirit School Division	Combination (Class room and distance learning)	1-Sep-20	28-May-21	161	18	4	18	26.2	No	\$94,286	\$58,406	NA	NA	\$152,692		
Essential Skills	Level 3	Swift Current	Off-Reserve	Chinook School Division	Combination (Class room and distance learning)	5-Oct-20	30-Apr-21	115	10	2	8	8	Yes	\$63,667	NA	NA	NA	\$63,667	No	Yes
Essential Skills/ESL Program for Newcomers	Level 3	Swift Current	Off-Reserve	Chinook School Division, IRCC	Combination (Class room and distance learning)	1-Sep-20	30-Apr-21	115	8	2	6	5	Yes	\$63,667	NA	NA	\$34,383	\$98,050	Yes	No
Pre-12	Level 3	Swift Current	Off-Reserve	Chinook School Division	Combination (Class room and distance learning)	1-Sep-20	30-Apr-21	115	16	6	12	12.8	No	\$94,285	NA	\$108,750	NA	\$203,035		
Adult 12	Level 4	Swift Current	Off-Reserve	Chinook School Division	Combination (Class room and distance learning)	1-Sep-20	28-May-21	161	24	8	20	31.5	No	\$95,785	NA	\$108,750	NA	\$204,535		
								Total:	150	30	133	160		\$992,501	\$135,324	\$470,000	\$98,766	\$1,696,591		
Section B - Programs Under Development																				
Essential Skills	Level 3	Martensville	Off-Reserve			14-Jan-20	27-May-21	60	10	0	10		Yes	\$35,000	NA	NA	Undetermin ed	\$35,000	Yes	Yes
																		\$0		
																		\$0		
																		\$0		
																		\$0		
* Subject to approval.																				

* Subject to approval.

Appendix C

Additional information on Essential Skills in the Work Place (ESWP) programs:

ESWP Program Information							
Program Name	Program Level	Location	On-Reserve/ Off-Reserve	Partners	Seat Capacity	Related occupational training (e.g. food service, security officer etc)	Length of work placement
Essential Skills	Level 2/3	Maple Creek	On-reserve funding but	Nekaneet First Nation, Chinook	6	Multiple	40-60 hours
Essential Skills-Sk Power	Level 3/4	Maple Creek	On-reserve funding but	Nekaneet First Nation,	8	Power Engineering including dual credit courses	40-60 hours
Essential Skills/ECE/ESL	Level 3/4	Martensville	Off-Reserve	Saskatoon Open Door,	10	Early Childhood Education	40-60 hours
Essential Skills	Level 2/3	Swift Current	Off-Reserve	Chinook School Division	10	Multiple	40-60 hours
Essential Skills/ESL	Level 3/4	Swift Current	Off-Reserve	IRCC, Chinook School Division	8	Multiple	40-60 hours

BIGGAR PROGRAM CENTRE

Box 700, 701 Dominion Street, Biggar, SK S0K 0M0
Phone: (306) 948-3363

KINDERSLEY CAMPUS

Box 488, 514 Main Street, Kindersley, SK S0L 1S0
Phone: (306) 463-6431, Fax: (306) 463-1161

MAPLE CREEK PROGRAM CENTRE

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

MARTENSVILLE PROGRAM CENTRE

37 Centennial Drive S, Martensville, SK S0K 2T0
Phone: (306) 651-1510

ROSETOWN PROGRAM CENTRE

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

SWIFT CURRENT CAMPUS

129 2nd Avenue NE, Swift Current, SK S9H 2C6
Phone: (306) 773-1531, Fax: (306) 773-2384

WARMAN CAMPUS

Box 1001, 201 Central Street, Warman, SK S0K 4S0
Phone: (306) 242-5377, Fax: (306) 242-8662

