PARKLAND COLLEGE

Business Plan

2020-2021

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Executive Summary

Parkland College's Business Plan outlines the program plan, resource planning and allocation (including human resources, facilities, information technology), and budgeting required to achieve the objectives, goals and key initiatives of Parkland College for Fiscal Year 2020-21. These aligned with the Province of Saskatchewan's Plan for Growth, 2020-2030 , the 2020-21 goals established by the Ministries of Advanced Education and Immigration and Career Training, through the Ministers' 2020-21 Budget Letter dated March 18, 2020, and the Parkland/Cumberland Coalition 2020-25 Strategic Plan. The overarching goal is ensuring positive outcomes for students, employers and East Central Saskatchewan.

Long-term academic planning for programming is critical to ensure stakeholders know and have confidence in College offerings. With that in mind, Parkland regularly develops three-year rolling program plans enabling more robust marketing and recruitment initiatives. Provincial and regional needs assessments are taken into consideration by the College's Program Planning Council in the development of program plans. Multiyear capital and Information Technology (IT) plans are also developed to meet the program, support, and administrative needs of the College.

Parkland College will experience decreased revenues and increased costs as a result of the COVID-19 pandemic. With a total budget for programs, services and operations of $14.9M, it is expecting to run a deficit of $2,442,713, which includes $1,025,000 in amortization. The operational deficit will thus be $1,417,713. It will cover this deficit budget by drawing from various reserves. It will also continue to explore generating alternative revenues from grants and continuing education offerings and reducing operational costs.

The challenges Parkland College faces for 2020-21 center on transitioning to a blended learning environment, attracting sufficient students to run programs, retaining learners, financial sustainability and human resources. Greater access to post-secondary education in rural and northern Saskatchewan is vital to sustaining economic and social development. The challenge of access is further augmented by the labour market demands in the health and trades sectors. Increased funding to provide a broad array of programs and services over the long-term is essential to ensure rural Saskatchewan and Parkland College can continue to meet the educational and training needs in its region.

A. Assumptions, Goals, Strategies, Key Actions and Performance Measures

Assumptions

The COVID-19 pandemic had a large effect on college operations in 2019-20 and is anticipated to have a continuing impact on 2020-21. This 2020-21 Business Plan has been developed with due consideration of the following assumptions.

Access and Programming

- Enrolments may be significantly depressed due to students being reluctant to study online or anxiety over the pandemic. Reduced numbers in some programs may be large enough to warrant program suspension or cancelation.
    - Due to COVID-19 restrictions, some programs with high amounts of face-to-face (F2F) instruction may not be able to be offered.
    - Travel restrictions on International students could result in decreased student numbers.
- All programs will be delivered in a Blended Learning modality
    - F2F instruction will vary depending on the needs of the students and the demands of the curriculum.
    - All F2F instruction will delivered using distancing, cleaning and other protocols as approved by the Ministry of Health.
    - F2F delivery may require additional instructors/instructor aides as classes may be split into cohorts, with only one cohort at a time being provided F2F programming.
- o For students having limited or no access to technology off-campus:
    - Alternative delivery modalities will be considered, such as paper course packs.
    - F2F will be delivered with reduced class sizes.
    - All ABE students may be provided with a computer
- The College's plan to develop Work-Integrated Learning opportunities for non-health care students may be curtailed due to the limits imposed by physical distancing.
- University programs offered on our campuses may only be offered in an online format.
    - May result in higher numbers of failures and incomplete courses.
    - May result in a loss of qualified, in-community instructors.
- Reduced numbers of students enrolled may affect the following:
    - Many programs will not run full cohorts.
    - Tuition revenues will be significantly decreased.

Enrollments

- More Skills Training Allowance will be required per program.
- Parkland College may realize lower numbers of International students for this year.
    - International travel may not be permissible until January 2021.
    - Loss of international student revenues would negatively impact finances.
    - Recruitment will continue for the 2021-22 fiscal year.
- Collaboration with other PSE institutions will continue.
- Tuition freezes will be implemented in alignment with other PSE.

Finance and Administration

- Some programs may not be offered in F2F format due to restrictions imposed by curriculum owners, even though the Colleges have the capacity to do so.
- Blended working for staff will be on-going
    - Increased costs may be incurred as we support staff in making ergonomically safe work places off-campus
    - Productivity may increase
- Workforce reductions
    - Decreased numbers of programs and a need for different skill sets may result in staff reductions on re-assignments.
- Increased costs are anticipated for COVID-19 related expenses such as safety/directional markers/signage/cleaning supplies, etc.

Parkland College and Cumberland College are in a two-year Coalition focused on increasing operational efficiency (resource use) and organization effectiveness (stakeholder impact). An integral deliverable is the creation and implementation of a 2020-2025 Strategic Plan that will guide the actions of each college and the Coalition over this time period. For Parkland, this is timely as its former Strategic Plan expired at the end of 2019-2020. Cumberland is entering the third year of its 5-year plan and its 2015-2020 plan has informed the Coalition 2020-2025 Strategic Plan.

The following tables outline the College's 2020-21 goals and the key performance measures that relate to each objective and key action. The goals and key actions are aligned with the *Saskatchewan Plan for Growth: The Next Decade of Growth, 2020-2030*, the goals of the Ministries of Advanced Education and Immigration and Career Training for 2020-21, and the five expectations of Saskatchewan's post-secondary sector - ***Accessible, Responsive, Sustainable, Accountable and Quality***. Additionally, Parkland College remains committed to achieving organizational excellence; working to ensure that employers in east central Saskatchewan have workers with the right skills, at the right time. The goals and objectives are aligned with the four pillars of the Coalition 2020-25 Strategic Plan: Catalyst, Marketing/Branding, Student Success and Employer-focused. As the 2020-2025 plan is still under development, the Institutional Goals, Strategies and Performance Measures are reasonable approximations of what is likely to be included in the Strategic Plan. It is anticipated that this Business Plan will be updated at the end of Q1 with Board-approved 2020-25 Strategic Plan objectives and measures.

Alignment of Institutional Goals with Government and Ministry Goals

Government of Saskatchewan/ *Ministry Goals*	Institution Goals	Institution Strategies	Institution Performance Measures
A Strong Economy *Students succeed in post-secondary education. (AE)*	**Pillar: Marketing/Branding** Create, implement and market our Brand internally and externally to engage staff and attract more students, clients and partners.	Enhance staff and student communications.	Implementation of 2 new communication methodologies
		Identify and reduce institutional barriers to student recruitment, retention and employment.	Implementation of Coalition Strategic Recruitment Plan
	Pillar: Student Success Provide a high caliber learning and campus experience for all learners through quality programs and services while helping them to be fully prepared for employment or further studies.	Implement a comprehensive Coalition plan to increase student retention, gradation and transition to employment.	1. Increase retention between semesters and years 2. Create 10 new WIL experiences
		Build capacity to support a diverse and inclusive organizational culture.	Develop a plan to increase student and staff diversity
A Strong Economy, Strong Communities *Meet the post-secondary education needs of the province. (AE)*	**Pillar: Marketing/Branding** Create, implement and market our Brand internally and externally to engage staff and attract more students, clients and partners.	Increase engagement of governments and associations	1. Deliver 1 presentation to MLAs and 5 to municipal councils 2. 1 Strategic planning session with government officials 3. Sign MOUs with 3 associations
	Pillar: Employer-focused Implement new programs that address regional needs while engaging employers in activities such as Work-Integrated Learning, applied research and corporate training.	Develop a Partnership Model, pursue new partnerships and further develop existing relationships.	1. Partnership Model 2. 2 new partnerships 3. 2 existing relationships converted to partnerships
A Strong Economy *Saskatchewan's post-secondary sector is accountable and sustainable. (AE)*	**Pillar: Catalyst** Collaborate with learners, clients and partners to identify opportunities for change and play a leadership role in implementing the desired change.	Provide training to staff on entre/intrapreneurship and innovation	% of staff receiving training

	Pillar: Marketing/Branding Create, implement and market our Brand internally and externally to engage staff and attract more students, clients and partners.	Develop an Alumni Relations plan.	% of in-year graduates provided with an Alumni package
A Strong Economy, Strong Communities, Strong Families Employers have workers with the right skills, at the right time. (ICT)	**Pillar: Catalyst** Collaborate with learners, clients and partners to identify opportunities for change and play a leadership role in implementing the desired change.	Promote creativity, innovation and entrepreneurship on campus and in community.	1. Agreement signed with Northeast Agriculture Research Foundation 2. Two applied research grants applications submitted
	Pillar: Employer-focused Implement new programs that address regional needs while engaging employers in activities such as Work-Integrated Learning, applied research and corporate training.	Develop programs and pedagogy that align with employer identified needs.	Three employer roundtables established
A Strong Economy, Strong Communities, Strong Families *Saskatchewan is an attractive place for its residents to build their careers and for interprovincial and international migration. (ICT)*	**Pillar: Catalyst** Collaborate with learners, clients and partners to identify opportunities for change and play a leadership role in implementing the desired change.	Increased engagement in policy conversations to provide thought leadership on equity, diversity and inclusion.	Implementation of workplan for *Inclusive Excellence Principles*

B. Strategic Initiatives

Strategic Plan

Parkland College is in year one of the Coalition 2020-2025 Strategic Plan. The plan is built on the foundation of the Regional Colleges Act (1986) and Regulations, *The Saskatchewan Plan for Growth: The Next Decade of Growth 2020-2030*, the guidance provided by the Boards of Governors and the colleges' employees, policies, finances and infrastructure, Figure 2.

On December 10, 2019, Cumberland College's and Parkland College's shared President and CEO presented to the Board the Cumberland and Parkland Coalition's 2020-25 Strategic Plan values and pillars derived from a November 27, 2019 Board and Executive planning session with Dr. Tom Thompson.

Seven values were identified to guide our actions and behaviours in the coming years. Our Colleges and Coalition are Accountable, Innovative, Catalytic, Relevant, Sustainable, Responsive and Inclusive. The four pillars of the plan were presented as Catalyst, Marketing/Branding, Student Success and Employer-Focused.

Dr. Thompson also engaged staff at both colleges at two different times in a presentation entitled *Future Proofing*, followed by strategic planning sessions facilitated by the President. During the presentation and strategic planning sessions, staff were encouraged to *think differently* about each College's and the Coalition's future by brainstorming ideas that could be incorporated in the new strategic plan and were focused on **delivering positive outcomes for students, employers and the east central and northeastern regions of Saskatchewan.**

During the months of February and March 2020 Community Engagement Sessions were held in sixteen municipalities in the Coalition region. Engagement sessions were held for Cumberland staff and its First Nations and Metis Advisory Council. Staff engagement sessions were also held at Parkland College—mostly online due to COVID-19. An online survey was utilized to solicit input from stakeholders.

COVID-19 delayed work on the plan; consequently, the Strategic Plan is currently under development with the goal of receiving Board approval by the end of August 2020. Delivery of positive outcomes for students, employers and the region(s) will be achieved through the 5-year objectives, multi-year goals, and annual actions and activities.

The plan is being built to ensure that each college will be able to implement it on its own in the event the Coalition does not extend beyond the two years. Consideration is also being given, without being presumptuous, to incorporating elements that would enable the plan to be an inspiration and exemplar to the Saskatchewan Regional College system.

Although we are autonomous entities, we firmly believe *We are better together*.
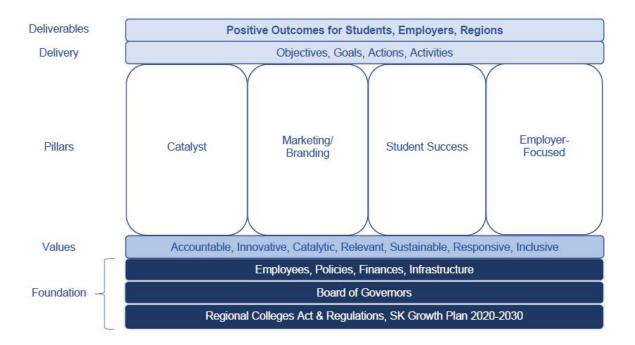
FIGURE 2 OVERVIEW OF THE COALITION STRATEGIC PLAN

The Coalition is working on completing its Strategic Plan and anticipates that the following strategic initiatives will derive from the Board-approved plan.

PILLARS: CATALYST, MARKETING/BRANDING

Parkland College recruits, develops and retains committed staff, leaders and teams as proud champions of Parkland College.

Parkland College recognizes that motivated and engaged employees are our greatest asset, and as professionals, are part of the larger professional learning community. Engaged staff are more loyal; they deliver greater levels of service and innovation; they drive us forward. Through its shared leadership model, Parkland College staff are involved and engaged in College decision-making and activities.

As a result of COVID-19, the College has had many of its staff working from home. As campuses re-open, the College will explore blended working as a permanent operational imperative. In this model staff work in the office or remotely, including from home. The College will develop policies and guidelines to support this new normal.

Parkland College promotes professional learning communities assigning greater value to professional development and growth, desiring leaders who will coach and inspire. Passionate about the health and well-being of our employees, Parkland College continues to invest in wellness strategies encouraging staff to challenge themselves and focus on personal growth. By adjusting the culture of Parkland College to prioritize the experience of our staff, Parkland College works to attract and retain valuable top-level staff and increase productivity, student ratings, profitability and more. Specifically, the College will:
● Put an emphasis on open communication;
● Provide a safe and healthy work environment;
● Promote work-life balance;
● Recognize staff contributions;

- Provide training and development opportunities;
- Develop and implement a robust Blended Working model.

Outcome: Provide a positive employee experience in a safe, engaging, fulfilling and blended work environment.

Timeframe: 2019-20 through to 2022

Funding Sources: Existing program and operating dollars.

Cost Implications: Successful initiatives dependent upon sustainable funding and continued support from the government.

PILLARS: CATALYST, STUDENT SUCCESS

Parkland College strives to build capacity to integrate equity, diversity and inclusion in our teaching, research and governance.

Recognized for its strong leadership, with the support of both internal and external stakeholders, Parkland College will continue to facilitate a culture change needed to achieve inclusive excellence. This means continuing with the College's efforts to develop strong relationships with Indigenous peoples through its Indigenous Advisory Circle. It also includes understanding the issues of inclusion as they relate to other stakeholder groups including newcomers and persons with disabilities, and being aware of, and responsive to, community needs (both internal and external). As such, Parkland College is committed to supporting staff members' ongoing efforts to create equitable, diverse and inclusive campuses. Additionally, Parkland College continues to collaborate with Saskatchewan regional colleges and institutes, stakeholders from the provincial government, private and community sectors to:
- Build capacity to support an equitable, diverse and inclusive organizational culture;
- Build capacity and culture to recruit diverse students, staff, faculty and administrators, and support their success;
- Build capacity and culture to integrate equity, diversity and inclusion considerations in research, teaching and learning;
- Increase engagement in policy conversations to provide thought leadership on equity, diversity and inclusion;
- Increase regional and provincial support to advance equity, diversity and inclusion at Parkland College as well as colleges and institutes throughout Saskatchewan;
- Foster the replication and scaling-up of best practices.

Outcomes: Increased capacity at Parkland College to integrate equity, diversity and inclusion in our teaching, research and governance.

Timeframe: 2020-21 through to 2023

Funding Sources: Existing program and operating dollars, grants and successful proposal submissions.

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

PILLARS: CATALYST, MARKETING/BRANDING

Parkland College strives to be the preferred choice for delivering high quality post-secondary education, training and services in East central Saskatchewan.

Parkland College continues to leverage resources to make sure it offers high-quality programs and services (human and financial) to the communities it serves. The College will work with students, employers and communities to ensure that programming is relevant and responsive to the needs of employers. Parkland will further develop Work-Integrated

Learning (WIL) opportunities to provide its students with real-life experiences prior to graduation. It will also develop and implement a partnership model that will facilitate closer ties with employers through applied research, WIL, workforce development and other modalities.

- Pursue new partnerships as well as maintain and further develop existing partnerships;
- Enhance college programming and revenue through proposals and contracts;
- Fundraise and friend raise, recognizing the importance of fundraising and seeking out potential donors;
- Continue to streamline internal processes with an efficiency lens; and
- Continue to explore provincial purchasing and tendering opportunities.

Outcomes: Programming that addresses learner and regional needs and a partnership model that facilitates stronger, mutually beneficial ties with employers and communities.

Timeframe: 2020-21 through to 2023

Funding Sources: Existing program and operating dollars, fundraising, sponsorships, donor support and successful proposal submission.

Cost Implications: Successful initiatives dependent upon sustainable funding and partnership contributions.

PILLARS: CATALYST/EMPLOYER-FOCUSED

Parkland College maximizes, develops and nurtures resources as a sustainable, accountable and innovative partner of the community.

Parkland College staff share a commitment to the mission and values of the College and are encouraged to try new and innovative ideas and actions to meet their objectives. Our staff has a sense of purpose, are proud of Parkland College's traditions and are open to new and innovative ideas and programming. In today's environment of declining public resources and demand to *do more with less,* Parkland College recognizes the importance of becoming even more entrepreneurial in its program and business planning. Becoming more entrepreneurial means that Parkland College will continue to offer high quality programs and services, believing that the best colleges are those that are the most innovative, flexible, and adaptive. It is important that Parkland College's activities are compatible with and contribute to its mission and values. The College will:

- Develop and nurture a culture that rewards risk and innovation;
- Build strategic alliances and partnerships;
- Create positions within the college specifically intended to build and maintain partnerships with employers and other industry partners;
- Provide business and industry training;
- Improve efficiencies and increase cost saving measures;
- Transform programs to respond to learners, community needs and the regional needs assessment;
- Promote creativity, applied research, innovation and entrepreneurial activities on campus;
- Maintain existing and pursue new diverse and valuable educational partnerships.

Outcomes: Develop entrepreneurial spirit, creativity and innovation at Parkland College.

Timeframe: 2020-21 through to 2023

Funding Sources: Existing program and operating dollars, revenues generated by fees for services, fundraising, sponsorships and donor support.

Cost Implications: Successful initiatives are dependent on student interest, sustainable funding, and feasible partnership contributions.

PILLAR: STUDENT SUCCESS

Parkland College provides a high caliber blended learning and campus experience for all students through quality programs and services delivered in face-to-face, online and other modalities.

In putting students first, Parkland College is investing in holistic student development by recognizing and building on the students' search for purpose in life, intellectually, spiritually, physically and emotionally. Thereto, Parkland College continues to rethink our approach to teaching and advising the increasingly diverse learners of today; our goal is to prepare students to become ethically responsible and active contributors to society as critical thinkers and professionals.

COVID-19 accelerated the College's momentum towards blended learning from a three-year strategic journey to a six-month sprint. The College will continue to develop its blended learning model to facilitate a student experience that incorporates the hand-on and technological approaches to learning and working learners will encounter after graduation.

By putting students first, the College will promote holistic student achievement by:
● Increasing understanding of 21st century adult/post-secondary learners;
● Establishing the role of faculty in defining culture;
● Implementing curriculum that meets the needs of learners and employers in our region;
● Planning and promoting extra-curricular involvement;
● Fostering relationships with on-campus and off-campus communities;
● Advocating on behalf of our students and communities;
● Offering a best-in-class blended learning experience.

Outcomes: Create a college environment that effectively supports the learning and development of students.

Timeframe: 2019-20 through to 2022

Funding Sources: Existing program and operating dollars, partnerships and grants.

Cost Implications: Successful initiatives dependent upon sustainable funding, partnerships, and continued support from the government.

C. Collaborative Planning

The seven regional colleges have made considerable progress in building strong collaborations over the 2019-2020 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 2020-2021 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 of Advanced Education and Immigration and Career Training, 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 or are impacted by each group. This is of particular relevance as the regional college system continues to coalesce and develop common approaches and solutions to common 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:
   a. The Regional Colleges' Information Technology Committee (RCITC), established in 2019-20 by the seven colleges, will provide strategic and operational guidance on the colleges' IT infrastructure, with the goal of ensuring optimal performance at a reasonable cost that reflects the integrity of the vision, mission, and value statements of the Colleges.
   b. The regional colleges expended a lot of effort in 2019-20 developing an Enterprise Resource Planning model applicable to the college system. A "Request For Proposals" document was prepared. With current uncertainty about the issuing of the RFP and potentially addressing the need for an ERP in a different manner, the regional colleges will collaborate with each other and the Ministry of Advanced Education to identify and work towards selecting a solution.
   c. With the rapid move to online instruction in March, 2019 resulting from the COVID-19 lockdown, it has become apparent that regional colleges need to strengthen their pedagogy and tools to meet the demands on 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.

7. Parkland College, working with Carlton Trail College and Cumberland College, will investigate the potential of delivering a joint program in a blended learning format in 2021-2022. The rationale is to increase our programming reach in a program that may have not otherwise been delivered because of enrollment numbers.

D. Program Planning

Status quo grant funding, health and safety restrictions, reduced international tuition, and increased costs related to COVID and transitioning to blended learning will have a significant impact on programs and services at Parkland College. The College will be delivering in a blended learning model with the ability to pivot completely online in worst case scenarios. Health and safety protocols have been developed to provide responsible and safe training environments for our learners and staff.

Adult Basic Education

Health and Safety will be balanced with the needs of the ABE, ES, and ESL learners who struggle with computer literacy, connectivity and access to technology. We plan a reduction in ABE seats to enable safe delivery of face-to-face instruction in small groups combined with online synchronous and asynchronous learning.   As a result, our under 22 numbers will be significantly lower, as well as corresponding K-12 partnership funding. During these uncertain times, we will continue to work closely with our First Nations and industry partners to provide Employability and Essential Skills programming on campus as well as in our First Nations communities. Support for on-reserve programming and Essential Skills for the Workplace Projects remains strong and we will collaborate with our partners to ensure COVID health and safety protocols are administered during training. See **Appendix C ABE Program Management Plan** and **Appendix D ESL Enrolment Plan.**

Skills Training

Parkland College works closely with our industry partners to ensure training options meet their needs and to secure work placement or employment opportunities for our students. To align with these labour market demands and provincial LMI, our Skills Training delivery will focus on the business, health, human and emergency services, and trades related to the manufacturing, mechanical and construction sectors. Our delivery will rely on a blend of small group face-to-face instruction and hands-on learning, and online synchronous and asynchronous learning. As a result of COVID health and safety restrictions, class sizes will be reduced as well as the frequency of gathering. International enrolment may see a significant reduction and a delay of students entering into Canada. Alternative scheduling and delivery has been planned to accommodate in some programs where possible. See **Appendix B STA Program Management Plan**.

University

University program delivery will focus on first and second-year Agriculture and Arts and Science courses as well as the targeted delivery of Bachelor level programs. Priorities this coming year will include the Bachelor of Indigenous Education Degree from First Nations University of Canada/University of Regina in Fort Qu'Appelle and Yorkton and the Bachelor of Nursing degree from University of Saskatchewan and Bachelor of Social Work and Bachelor of Sociology from the University of Regina in Yorkton. University instruction will rely heavily on online delivery as directed by the U of R, U of S, and FNUC. Despite small class sizes at the college, the ability to gather will be limited and prescribed by the universities. In the winter term (assuming resumption of face to face classes), we plan to continue expanding the number of classes that we video conference to other regional colleges to increase the offerings available to our own students and those at other colleges.

Career and Student Services

Our Student Services have been impacted by the growing needs of our students in ABE and Post-Secondary, especially in the area of mental health. With current staffing levels and the increased need, magnified now by COVID, Career and Student Services will be challenged to provide high level support to all programs including: assessments, accommodations, transition planning, student counselling and tutorial support. In order to be flexible and adapt to a blended environment, the support team will be innovative in providing services through alternative/distant means using online intake assessments and tutoring, phone calls, Webex meetings, webinars, and group chats/ check-ins. However, the need for face-to-face interaction will prevail, especially during a crisis situation, and during times where trust relationships are being established.

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	**1031**	**1031**		**411.6**	452	295	142	349.69
Industry Credit	**n/a**		1322	**25.5**	n/a		910	16.71
Industry Non-Credit	**n/a**		2499	**23.8**	n/a		2216	20.11
ABE Credit	**156**	**230**		**194.5**	102	102		129.88
ABE Non-Credit	**527**	**527**		**144.3**	180	116	64	72.66
University	**155**	**1474**		**142.9**	n/a	1365		130.87
Total								

E. Human Resources Plan

The Human Resources department works collaboratively with departments to effectively provide services and support to staff. Staffing projections for the 2020-2021 fiscal year will be approximately 98 full time equivalents.

As the organization and program delivery model pivots in the light of COVID 19, we may experience significant activities that will impact projected staffing levels. Existing staff will be utilized to ensure efficient operations and will be reorganized as required, in order to successfully transition to a blended learning and working model.

Strategic Focus Areas:

Recruitment & Selection

- Utilize existing technology to enhance and streamline recruitment & selection process through online application and reference check systems.
- Revitalize employment branding to promote Parkland College and attract highly skilled, professional and progressive employees.

Education & Training

- Reinforce organizational commitment to lifelong learning by developing a comprehensive staff development strategy.
- Provide training and support to successfully transition to a blended learning model while continuing to adhere to Parkland College's Instructional Standards.
- Develop and implement an online staff orientation training plan to prepare staff for the upcoming academic year of a blended learning and working model.
- Continue to prioritize employee mental health by promoting resources, training, and other supports available.

Employee Engagement

- Achieve employee engagement consistent with high performing post secondary institutions.
- Foster strong relationships with employees by providing a high level of expertise and support.

Labour Relations

- Continue to promote a respectful and professional labour relationship with Saskatchewan Government and General Employees' Union (SGEU).

2020 - 2021 Business Plan: Parkland College FTE Projection					
Scope / Position	**Function**	**2018-2019 Actuals**	**2019-2020 Forecast**	**2020-2021 Budget**	**Comments / Change Rationale**
Out of Scope		**FTE'S**	**FTE'S**	**FTE'S**	
President	Operations / Program Delivery	1.0	0.5	0.5	
Vice President, Academics	Program Delivery	1.0	1.0	1.0	
Vice President, Administration & Operations	Operations	1.0	1.0	1.0	
Business Development Manager	Program Delivery	0.0	1.0	1.0	
Director, Corporate Strategy & Development	Program Delivery	0.0	0.0	0.0	
Director, Finance	Operations	1.0	1.0	1.0	
Indigenous Relations & Employment Manager	Program Delivery / Student	0.0	1.0	1.0	
Student Services Manager	Student Support	0.0	1.0	1.0	
Controller	Operations	0.0	1.0	1.0	
Adult Basic Education Manager	Student Support	1.0	1.0	1.0	
Facilities Manager	Operations	1.0	1.0	1.0	
Human Resources Manager	Operations	1.0	1.0	1.0	
Health & Safety Manager	Operations	0.0	1.0	1.0	Position added to lead all health & safety initiatves. Lead role in organizational pandemic response.
Executive Assistant	Operations	0.8	0.8	0.8	
Employees					
Counsellor Level 8	Student Support	1.0	0.0	0.0	
IT Manager Level 7	Operations	1.0	1.0	1.0	
Coordinator Level 7	Program Delivery	8.4	7.4	8.4	Business & Training Rep duties increased to Coordinator role.
Coordinator Level 6	Program Delivery	2.0	2.0	2.0	
Counsellor Level 7	Student Support	4.9	6.0	6.0	
Career Advisor Level 6	Student Support	1.0	0.0	0.0	
Business & Training Representative Level 6	Program Delivery	2.0	1.0	0.0	
Facilitator Level 6	Program Delivery	4.4	5.0	5.0	
Systems Administrator Level 6	Operations	1.0	1.0	1.0	
Senior Admissions Officer Level 6	Operations / Program Delivery	0.9	1.0	1.0	
Payroll Tech Level 5	Operations	0.9	1.0	1.0	
Network Administrator Level 5	Operations	1.0	1.0	1.0	
Accounting Clerk Level 4	Operations	2.8	2.8	2.8	
Payroll Clerk Level 4	Operations	0.6	0.0	0.6	
Registration Clerk Level 5	Program Delivery	1.0	1.0	1.0	
Student Recruiter Level 5	Program Delivery	1.0	0.0	1.0	
Program Assistant Level 4	Program Delivery	8.0	8.0	8.0	
Clerical Level 3	Operations / Student Support	6.8	5.8	5.8	
Janitor Level 3	Operations	1.0	1.0	1.0	
Janitor Level 2	Operations	2.8	3.0	3.5	Janitor contractor at Esterhazy location moved in-scope.
Instructors	Program Delivery	32.0	32.0	32.0	
Tutors/Aides	Program Delivery	2.0	2.5	2.5	
Invigilators	Student Support	0.9	1.0	1.0	
Totals		95.3	95.8	97.9	

F. Sustainability Measures

Parkland College has undertaken a number of sustainability measures to ensure it remains a high quality, responsive institution continually meeting the needs of students, businesses, and industry throughout the regions. Parkland College contributes positively to the provincial sector, participating in the Task Force and other provincial college committees. Parkland College will continue to seek alternate funding sources and seek efficiencies to ensure sustainability.

Fleet Services

Parkland College utilizes the Central Vehicle Agency as our primary provider of fleet vehicles. In 20-21, we will assess moving to a college-owned fleet with anticipated savings and improved vehicles.

Purchasing Review

In 20-21, Finance will review the costs and purchasing of supplies with the intention to find cost efficiencies without significant impact.

Coalition with Cumberland College

In coalition with Cumberland College, the shared leadership of both the Board and CEO may realize efficiencies. In 20-21, the CEO will lead both Colleges in strategic planning and shaping the future provincial college system.

International Students

Parkland College, as an approved Designated Learning Institute (DLI), has worked to develop and expand both the number of international students on campus and the programming and support for students. Although the COVID 19 pandemic is expected to impact student numbers, the college will continue to invest in diversifying our student base.

Enterprise Risk Management

Parkland College has developed an Enterprise Risk Management strategy and established risk appetites around Reputational, Strategic, Operational, Compliance and Financial Risk. The plan will guide decision making to ensure management operates within acceptable levels of risk.

Additional Revenue Sources

Parkland College has always shown strength in securing additional revenue sources however this year, the COVID 19 Pandemic will further increase this requirement. The college is expecting a significant impact in lower revenue, student tuitions and increased costs to manage the pandemic impacts.

G. Information Technology Plan

The Parkland College Information Technology department's priorities for the upcoming year focuses on both enhancing existing infrastructure and growing services in order to better serve our staff and students in this new reality. This plan also prioritizes the maintenance of existing hardware to ensure an acceptable level of business continuity is achieved.

Projects slated for the coming year include:
- Implementation of a virtual desktop infrastructure for student remote access
- Webstore for personal hardware purchases at negotiated lower rates
- Rollout of an electronic textbook access system for students
- Enhancements to asynchronous platforms

- Growth and enhancement of our existing synchronous delivery infrastructure
- Launch of a coalition website project
- The implementation of an IT ticketing system
- Expanding the capabilities of our online application system
- Surveillance upgrades at our TTC campus
- Door access system expansion
- Maintenance upgrades for servers and storage attached network appliances
- Migration of our phone servers to new hardware
- Wireless upgrades where required
- Completing a Chromebook rollout project to our ABE programs

Grow

Virtual Desktop Infrastructure   **$65,000.00**
Allows for remote access to Parkland College software and services from any device

Synchronous Delivery Classroom Expansions   **$30,000.00**
Expand to 2-3 additional classrooms with simpler systems where mass availability is needed.

Enhance

IT Ticket Management System Implementation   **$12,000.00**
Helps better track and provide remote support to staff and students

Phone Server Migrations   **$12,000.00**
Current Cisco servers are coming off of warranty. Migrating of these machines to a shared platform with other production servers to best utilize existing hardware.

Maintain

SAN (storage attached network) device upgrade at TTC   **$40,000.00**
Current unit is 7 years old (warranty expiring) will replace with hardware similar to Yorkton Main

TTC Wireless Hardware Upgrades   **$20,000.00**
Wireless hardware at TTC no longer supports the newest wireless standards. Upgrading access points to support these new standards.

H. Infrastructure Management Plan

Parkland College currently operates in ten facilities – Yorkton (3), Melville (2), Fort Qu'Appelle, Kamsack, Esterhazy, and Canora and one Applied Research field site.

Canora
The College is presently leasing space within Canora's Town Office. This building was renovated in 2005 and currently meets our programming needs, primarily part time health care programs.

Esterhazy
This facility, the former East School in Esterhazy, has been owned by the College since 1997. Currently, the College operates Industrial Mechanics Apprenticeship Training, Mosaic Contractor Orientation, and non-credit programming. Classroom space is also rented to local organizations and businesses as needed.

Fort Qu'Appelle

The Fort Qu'Appelle facility, located in the Treaty Four Governance Centre, has been in operation since August of 2000. Currently, Adult Basic Education programs, full-time and part-time institute credit and non-credit programming, essential skills and university are delivered at the location. As well, administrative and counselling office are in the building.

In 2016-17, the College completed negotiations and entered a new 5-year agreement with Treaty Four Holding Corporation, with an effective date of January 1, 2016. Through the negotiation process, it was determined that the initial equity investment provided at the time of construction in 2000 had expired. The revised agreement, effective January 1, 2016 to January 31, 2021, requires a base rental in addition to the occupancy cost portion, resulting in a significantly higher operating cost for the facility. The college must begin preparation for future negotiations.

Kamsack

Prior to August 2017, office and classroom spaces were rented at the Crowstand Centre; however, with increased programming and student numbers, this space did not meet the needs of the College. In September 2017, a lease agreement was negotiated with 1007070 B.C. Ltd. for space in the Kamsack Mall for an initial term of 5 years. The facility has space for the delivery of Adult Basic Education programming, counselling, and workplace essential skills services.

Melville

The Melville administration campus was constructed through renovation of the south wing of the Melville Comprehensive High School in 1997. The College has administration personnel offices and programming such as Adult Basic Education, full-time and part time credit programs, non-credit programs, and counselling services at the Melville location.

In early 2017, the College renewed the operating agreement with Good Spirit School Division to extend to 2023, to coincide with the renewal of the operating agreement for the Main Campus at Yorkton Regional High School.

Melville - Protective and Emergency Services Centre

Parkland leases land from the City of Melville primarily for Fire programming. This site allows Parkland College to conduct credit and non credit firefighting training. Parkland College was approved for $200,000 in capital funding through Strategic Initiatives Fund (SIF) in 2016-17 to upgrade its existing fire training site to include washroom facilities, as well as upgrades to its fire hydrant/water and related electrical systems. In March 2019, Parkland College was approved for $256,500 in Preventative Maintenance Funding to enhance classroom, security, safety and technology on site. This project will be complete in July 2020. In April 2019, the classroom suffered an insured fire and was rebuilt in June 2020. The college will begin analysis on future programming options available in the new classroom space and developed site.

Yorkton - Trades and Technology Centre (TTC)

2016-17 marked the first year of full operations for the new Trades and Technology Centre. The facility provides the capacity to deliver full time industrial programs such as Power Engineering, Heavy Equipment/Truck Transport, Agriculture Equipment Technician, Multi-Mechanical, Welding, and Electrical, as well as various part-time industry training opportunities.

Yorkton - Main

The lease for the main campus, co-located at Yorkton Regional High School, was renewed with Good Spirit School Division for a 10-year period in 2014. The facility delivers Adult Basic Education programming, counselling, workplace essential skills, full-time and part-time institute credit and non-credit programming, and university programs.

Yorkton – Automotive Service Technician Garage

In the summer of 2019, the college leased this space from Good Spirit School Division. The location was the previous space for their school bus garage. The location and majority of the layout made for a suitable space for the Automotive Services Technician full time program.

Yorkton – Applied Research Field Site

The college has been working closely with East Central Research Foundation (ECRF) in Yorkton for a number of years. The college has a number of leased and rented field sites whereby personnel conduct research and grant programming.

Facilities:

Facility/Land Description	Address	Owned / Leased	Lessor Name	Size	Lease Expiry Date	Annual Cost including GST
Canora	418 Main Street Canora	Leased	Town of Canora	1,500 sq. ft.	Annually in July	$12, 900
Fort Qu'Appelle	740 Sioux Avenue	Leased	Treaty #4 Holding Corporation	7,525 sq. ft.	January 31, 2021	$154,079
Melville	200 – 9th Avenue East	Leased	Good Spirit School Div.	9,300 sq. ft.	September 21, 2023	$51,624 (2016-2017)
Melville	NW 35-22-0602	Leased	City of Melville	10 acres	July 2021	$1
Yorkton Main	200 Prystai Way Yorkton	Leased	Good Spirit School Div.	27,597 sq. ft.	September 21, 2023	$70,006 (2016-2017)
Kamsack	#11A & B 411 1st St.	Leased	1007070B .C Ltd.	4,178 sq. ft.	January 31, 2022	$48, 047
Esterhazy	740 Sioux Avenue	Owned	n/a	12,600 sq. Ft.	n/a	n/a
Yorkton TTC	273 Dracup Avenue	Owned	n/a	25, 515 sq. Ft.	n/a	n/a
Yorkton AST Garage	410 4th Ave North	Leased	Good Spirit School Div.	4,460 sq.ft	August 2022	$33,450
Yorkton Applied Research Farm	SW26 25 4 w2	Leased	City of Yorkton	105 acres	August 2021	$0

| | NW26 25 4 w2 | Leased | City of Yorkton | 20 acres | August 2021 | $0 |
| NW27 25 4 w2 | Rented | Individual | 10 acres | Annual | $5,000 |

** Melville and Yorkton locations that are connected to the high schools are based on facility costs / square meter and reconciled to actual costs as per operating agreement.

Preventative Maintenance and Renewal and Equipment Renewal Plan:

Campus Location	Leased / Owned	Project Detail	Institution Priority	Estimated Cost	Institution Fund $	Ministry Fund $		
						Year 1	Year 2	Year 3
ALL	Varies	Asset Planner module	High	$19,000	$10,000			
ALL	Varies	Building and Resource Software	High	$15,000	$5,000			
ALL	Varies	Security Software	High	$35,000	$22,000			
Esterhazy	Own	Ergonomic tables	M	$23,000				
Yorkton Main	Lease	Technology Upgrade to Teaching theater	M	$7,000				
Yorkton Main	Lease	Ergonomic desks	M	$21,000				
Yorkton TTC	Owned	Paving	L	$153,000	unknown			
Totals				$273,000				

** Assume PMR approvals at the base of $22,000.

I. 2020- 2021 Budget

PART A – PROJECTED BUSINESS PLAN FINANCIAL STATEMENTS AND KEY ASSUMPTIONS

1) The projected financial statements for the 2020-21 Business Plan are provided in Appendix A.

2) The 2020-21 budget and projected financial statements were prepared using the following assumptions:

- Out of scope and in-scope staff will receive step increments (when applicable) and cost of living increases, as per the recently ratified collective bargaining agreement, as follows:
Sept 1, 2020: 2%
- Trades and Technology Centre debt is at $917,390.00 and was renewed April 30, 2020 based on consecutive annual blended payments of $43,685.00 including interest, on a remaining 252 month amortization. First payment is due April 30, 2021. This loan has a 24 month term and all outstanding principal and interest is payable in full April 20, 2022. Interest rate: 2.46% per annum.
- Funds will be restricted from current year's surplus for IT capital investment. IT capital is required to maintain existing infrastructure with no enhancements or additional upgrades.
- STA and ABE eligible expenses are applied as per bucket lists.
- The impact of COVID 19 will be seen through reduced revenues (for example, reduced program seats therefore less tuition, less international student revenues, tuition freezes at brokering institutions and additional costs to support blended learning and working (for example, increased technology costs, increased costs for janitorial staffing and supplies, personal protective equipment, additional instructional staff training, *etc*.)

PART B - FINANCIAL IMPACTS ON IDENTIFIABLE RISKS

1) <u>Upside Risks</u>
- Higher than budgeted contract revenues
- Industry Credit, Non-Credit, Adult Basic Education seat purchases, External Career Services, Career and Student Services;
- Higher than budgeted University enrolments
- Lower than forecasted deficit realized by our subsidiary, Western Trades Training Institute;
- Higher than forecasted international student tuition revenue;
- Lower than forecasted COVID impacts

2) <u>Downside Risks</u>
- Lack of sufficient funding for the Trades and Technology Centre operations. The College currently receives operating funding for this facility however expenses are much greater than funding provided.
- Inability of current operations, international education and contract revenue to support debt repayment and Information Technology capital expenditures
- Lower than budgeted contract revenues:
- Industry Credit, Non-Credit, Adult Basic Education seat purchases, External Career Services;
- Lower than forecasted international student tuition revenue
- Uncertainty with respect to amount, and continuation of grant amount transfers from School Divisions;
- Uncertainty in tribal council revenues could affect revenue in Adult Basic Education and Skills Training areas;

- Operating grants for April-June of 2021 unknown, potential increases/decreases may not cover the incremental cost of operations and salary costs;
- Higher than forecasted deficit realized by our subsidiary, Western Trades Training Institute;
- Higher than forecasted COVID impacts.

PART C – SURPLUS UTILIZATION/DEFICIT MANAGEMENT PLAN

COVID 19 related costs or incremental costs that would not be incurred without COVID 19 are estimated as;

		Operating Grant (Infrastructure and Student Supports)	Program Eligible Costs		Total
COVID-19 Impact Cost Summary					
Revenues:		**112,300**	**1,118,245**		**1,230,545**
Expenses:					
	Agency Contracts	-	113,769		113,769
	Equipment	-	6,500		6,500
	Facilities	22,500	1,000		23,500
	Information Technology	10,000	65,000		75,000
	Operating	-	163,115		163,115
	Personal Services:	-	210,374		210,374
	Other impacts:	-	5,600		5,600
Total expense impact		**32,500**	**565,358**		**597,858**

The college's plan to cover these costs include accessing reserves in 2020-21 to support blended learning and working, recognizing that many of these costs will not continue past the COVID 19 pandemic phase.

Appendices

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

	Budget 30-Jun 2021	Budget 30-Jun 2020	Forecast 30-Jun 2020	Actual 30-Jun 2019
Financial Assets				
Cash and cash equivalents	3,079,852	$ 3,782,172	$ 5,080,469	$ 4,704,872
Accounts receivable	$ 500,000	$ 500,000	$ 500,000	$ 570,351
Investment in 580673 Saskatchewan Ltd.	$ -	$ -	$ -	$ 175,000
Portfolio investments	$ 5	$ 5	$ 5	$ 500,005
Total Financial Assets	3,579,857	4,282,177	5,580,474	5,950,229
Liabilities				
Accrued salaries and benefits	300,000	300,000	300,000	370,916
Accounts payable and accrued liabilities	360,000	360,000	360,000	483,236
Deferred revenue	600,000	600,000	900,000	567,398
Liability for employee future benefits	280,000	280,000	275,000	259,200
Short term debt	-	-	-	2,008,695
Long-term debt	1,008,695	1,508,695	1,508,695	-
Total Financial Liabilities	2,548,695	3,048,695	3,343,695	3,689,446
Net Financial Assets	1,031,162	1,233,482	2,236,779	2,260,786
Non-Financial Assets				
Tangible capital assets	18,081,041	19,449,142	19,318,136	20,340,891
Prepaid expenses	250,000	250,000	250,000	260,173
Total Non-Financial Assets	18,331,041	19,699,142	19,568,136	20,601,064
Accumulated Surplus	19,362,203	20,932,624	21,804,916	22,861,849
Accumulated Surplus is comprised of:				
Accumulated surplus from operations	$ 19,362,203	$ 20,932,625	$ 21,804,916	$ 22,861,850
Total Accumulated Surplus	$ 19,362,203	$ 20,932,625	$ 21,804,916	$ 22,861,850

Parkland College
Projected Statement of Operations and Accumulated Surplus (Deficit)
for the year ended June 30, 2021

	2021 Budget	2020 Budget	2020 Forecast	2019 Actual
Revenues (Schedule 2)				
Provincial government				
Grants	$ 6,678,922	$ 6,490,417	$ 6,822,086	$ 6,382,500
Other	384,863	427,095	221,165	420,834
Federal government				
Grants	-	-	(168,188)	-
Other	489,786	390,225	425,467	341,420
Other revenue				
Administrative recoveries	-	-	-	-
Contracts	1,412,288	1,416,700	1,058,927	1,547,363
Interest	80,040	81,005	110,387	137,605
Rents	36,250	51,250	6,270	14,680
Resale items	125,770	431,486	248,408	374,039
Tuitions	2,571,825	4,001,078	2,981,339	4,088,463
Donations	80,300	89,168	543,545	121,517
Other	564,978	608,997	543,545	506,838
Total revenues	12,425,022	13,987,421	12,792,950	13,935,259
Expenses (Schedule 3)				
General	5,873,648	5,926,164	5,238,042	5,875,407
Skills training	4,919,919	5,344,155	3,994,993	4,590,673
Basic education	3,122,302	2,920,891	2,636,897	2,771,411
University	808,727	757,671	997,731	688,892
Services	61,139	153,329	329,058	327,803
Scholarships	82,000	102,257	224,141	131,062
Development	-	400	429,022	135
Total expenses	14,867,735	15,204,866	13,849,884	14,385,384
Surplus (Deficit) for the Year from Operations	(2,442,713)	(1,217,445)	(1,056,934)	(450,125)
Accumulated Surplus (Deficit), Beginning of Year	21,804,916	22,150,069	22,861,850	23,311,975
Accumulated Surplus (Deficit), End of Year	$ 19,362,203	$ 20,932,625	$ 21,804,916	$ 22,861,850

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

	2021 Budget	2020 Budget	2020 Forecast	2019 Actual
Net Financial Assets, Beginning of Year	$ 2,269,733	$ 1,657,485	$ 2,259,561	$ 2,122,117
Surplus (Deficit) for the Year from Operations	(2,442,713)	(1,217,445)	(1,056,934)	(450,125)
Acquisition of tangible capital assets	212,094	(431,559)	(168,068)	(352,952)
Proceeds on disposal of tangible capital assets	-	-	-	-
Net (gain) on disposal of tangible capital assets	-	-	-	-
Write-down of tangible capital assets	-	-	-	-
Amortization of tangible capital assets	1,025,000	1,225,000	1,225,000	1,200,694
Acquisition (use) of prepaid expenses	-	-	10,173	(260,173)
	1,064,114	1,233,481	2,269,732	2,259,561
Change in Net Financial Assets (Net Debt)	(1,205,619)	(424,004)	10,172	137,443
Net Financial Assets, End of Year	$ 1,064,114	$ 1,233,481	$ 2,269,733	$ 2,259,561

Statement 4

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

	Budget 2021	Budget 2020	Forecast 2020	Actual 2019
Operating Activities				
Surplus (deficit) for the year from operations	$ (2,442,713)	$ (1,217,445)	$ (1,056,934)	$ (450,125)
Non-cash items included in surplus (deficit)				
Amortization of tangible capital assets	1,025,000	1,225,000	1,225,000	1,200,694
Net (gain) on disposal of tangible capital assets	-	-	-	-
Write-down of tangible capital assets	-	-	-	-
Changes in non-cash working capital				
Decrease (increase) in accounts receivable	-	(200,000)	70,351	232,154
Increase (decrease) in accrued salaries and benefits	-	5,000	15,800	(20,107)
Increase (decrease) in accounts payable and accrued liabilities	5,000		(123,236)	(178,963)
(Decrease) Increase in liability for employee future benefits			15,800	
Increase (decrease) in deferred revenue	(300,000)	(300,000)	332,602	(1,686,638)
Decrease (increase) in prepaid expenses	-	-	-	142,731
Cash Provided (Used) by Operating Activities	(1,712,713)	(487,445)	479,383	(760,254)
Capital Activities				
Cash used to acquire tangible capital assets	212,094	(431,559)	(168,068)	(352,952)
Proceeds on disposal of tangible capital assets	-	-	-	-
Cash Provided (Used) by Capital Activities	212,094	(431,559)	(168,068)	(352,952)
Investing Activities				
Cash used to acquire portfolio investments	-	-	-	-
Proceeds from disposal of portfolio investments	-	-	-	-
Cash Provided (Used) by Investing Activities	-	-	-	-
Financing Activities				
Proceeds from issuance of long-term debt	-	-	-	-
Repayment of long-term debt	(500,000)	(500,000)	(1,091,305)	(94,634)
Cash Provided (Used) by Financing Activities	(500,000)	(500,000)	(1,091,305)	(94,634)
Increase (Decrease) in Cash and Cash equivalents	(2,000,618)	(1,419,004)	(779,990)	(1,207,840)
Cash and Cash Equivalents, Beginning of Year	3,924,883	5,201,175	4,704,872	7,879,639
Cash and Cash Equivalents, End of Year	$ 1,924,265	$ 3,782,172	$ 3,924,883	$ 6,671,799
Represented on the Financial Statements as:				
Cash and cash equivalents	$ 3,079,852	$ 3,782,172	$ 5,080,469	$ 4,704,872
Bank indebtedness	-	-	-	-
Cash and Cash Equivalents, End of Year	$ 3,079,852	$ 3,782,172	$ 5,080,469	$ 4,704,872

Parkland College
Projected Schedule of Revenues and Expenses by Function
for the year ended June 30, 2021

	General	Skills Training		Basic Education		Services		University	Scholarships	2021	2020	2020	2019
		Credit	Non-credit	Credit	Non-credit	Learner Support	Counsel	Credit		Budget	Budget	Forecast	Actual
Revenues (Schedule 2)													
Provincial government	$ 3,763,000	$ 1,675,769	$ -	$ 1,091,426	$ 481,703	$ -	$ 51,887	$ -	$ -	$ 7,063,785	$ 6,917,512	$ 7,043,251	$ 6,803,334
Federal government	-	-	-	-	489,786	-	-	-	-	489,786	390,225	425,467	341,420
Other	534,915	2,043,087	642,340	628,500	124,754	13,300	-	804,255	80,300	4,871,451	6,679,683	4,948,875	6,790,505
Total Revenues	4,297,915	3,718,856	642,340	1,719,926	1,096,243	13,300	51,887	804,255	80,300	12,425,022	13,987,421	12,417,594	13,935,259
Expenses (Schedule 3)													
Agency contracts	78,100	341,280	213,055	-	-	-	-	398,143	-	1,030,578	$ 1,637,560	$ 1,186,586	$ 1,679,297
Amortization	1,025,000	-	-	-	-	-	-	-	-	1,025,000	1,225,000	$ 1,251,346	1,200,694
Equipment	205,878	223,000	-	1,000	-	-	-	-	-	429,878	468,989	$ 429,022	484,562
Facilities	635,123	83,000	12,500	40,000	27,890	-	-	8,250	-	806,763	771,678	$ 655,412	669,593
Information technology	132,550	114,254	-	1,500	20,579	-	1,000	700	-	270,583	210,850	$ 236,279	220,357
Operating	905,496	716,446	48,845	440,033	157,011	-	8,800	80,450	82,000	2,439,081	2,370,095	$ 1,612,719	2,084,042
Personal services	2,891,501	2,878,279	289,260	1,587,966	846,323	9,252	42,087	321,184	-	8,865,852	8,520,694	$ 8,103,163	8,046,838
Total Expenses	5,873,648	4,356,259	563,660	2,070,499	1,051,803	9,252	51,887	808,727	82,000	14,867,735	15,204,866	13,474,527	14,385,384
Surplus (Deficit) for the year	$ (1,575,733)	$ (637,403)	$ 78,680	$ (350,573)	$ 44,440	$ 4,048	$ -	$ (4,472)	$ (1,700)	$ (2,442,713)	$ (1,217,445)	$ (1,056,934)	$ (450,125)

Parkland College
Projected Schedule of Revenues by Function
for the year ended June 30, 2021

	General	Skills Training Credit	Skills Training Non-credit	Basic Education Credit	Basic Education Non-credit	Services Learner Support	Services Counsel	University Credit	Scholarships	2021 Total Revenues Budget	2020 Total Revenues Budget	2020 Total Revenues Forecast	2019 Total Revenues Actual
Provincial Government													
Advanced Education/ Economy													
Operating grants	$ 3,677,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,677,000	$ 3,134,282	$ 3,177,618	$ 3,144,765
Program grants	-	1,479,999	-	961,396	438,640	-	51,887	-	-	2,931,922	3,077,635	$ 3,365,968	3,215,735
Capital grants	70,000	-	-	-	-	-	-	-	-	70,000	278,500	$ 278,500	22,000
	3,747,000	1,479,999	-	961,396	438,640	-	51,887	-	-	6,678,922	6,490,417	6,822,086	6,382,500
Contracts	16,000	195,770	-	68,046	-	-	-	-	-	279,816	330,995	$ 159,722	335,177
Other	-	-	-	61,984	43,063	-	-	-	-	105,047	55,000	$ 61,443	47,805
	3,763,000	1,675,769	-	1,091,426	481,703	-	51,887	-	-	7,063,785	6,876,412	7,043,251	6,765,481
Other provincial	-	-	-	-	-	-	-	-	-	-	41,100	$ -	37,853
Total Provincial	3,763,000	1,675,769	-	1,091,426	481,703	-	51,887	-	-	7,063,785	6,917,512	7,043,251	6,803,334
Federal Government													
Operating grants	-	-	-	-	-	-	-	-	-	-	-	$ -	-
Program grants	-	-	-	-	-	-	-	-	-	-	-	$ -	-
Capital grants	-	-	-	-	-	-	-	-	-	-	-	$ (84,094)	-
	-	-	-	-	-	-	-	-	-	-	-	(84,094)	
Other Federal	-	-	-	-	489,786	-	-	-	-	489,786	390,225	$ 425,467	341,420
Total Federal	-	-	-	-	489,786	-	-	-	-	489,786	390,225	341,373	341,420
Other Revenue													
Admin recovery	-	-	-	-	-	-	-	-	-	-	-	-	-
Contracts	-	222,788	413,000	628,500	-	-	-	148,000	-	1,412,288	1,416,700	$ 1,058,927	1,547,363
Interest	80,040	-	-	-	-	-	-	-	-	80,040	81,005	$ 110,387	137,605
Rents	36,250	-	-	-	-	-	-	-	-	36,250	51,250	$ 6,270	14,680
Resale items	4,000	102,540	17,230	-	-	-	-	2,000	-	125,770	431,486	$ 248,408	374,039
Tuitions	243,975	1,607,885	208,580	-	-	-	-	511,385	-	2,571,825	4,001,078	$ 2,981,339	4,088,463
Donations	-	-	-	-	-	-	-	-	80,300	80,300	89,168	$ 543,545	121,517
Other	170,650	109,874	3,530	-	124,754	13,300	-	142,870	-	564,978	608,997	$ 543,545	506,838
Total Other	534,915	2,043,087	642,340	628,500	124,754	13,300	-	804,255	80,300	4,871,451	6,679,683	5,492,420	6,790,505
Total Revenues	$ 4,297,915	$ 3,718,856	$ 642,340	$ 1,719,926	$ 1,096,243	$ 13,300	$ 51,887	$ 804,255	$ 80,300	$ 12,425,022	$ 13,987,421	$ 12,877,044	$ 13,935,259

Schedule 3

Parkland College
Projected Schedule of Expenses by Function
for the year ended June 30, 2021

	General (Schedule 4)	Skills Training Credit	Skills Training Non-credit	Basic Education Credit	Basic Education Non-credit	Services Learner Support	Services Counsel	University Credit	Scholarships	Development	2021 Total Expenses Budget	2020 Total Expenses Budget	2020 Total Expenses Forecast	2019 Total Expenses Actual
Agency Contracts														
Contracts	$ 78,100	$ 299,280	$ 213,055	$ -	$ -	$ -	$ -	$ 398,143	$ -	$ -	$ 988,578	$ 1,596,177	$ 1,186,586	$ 1,679,297
Instructors	-	42,000	-	-	-	-	-	-	-	-	42,000	41,383	$ -	-
	78,100	341,280	213,055	-	-	-	-	398,143	-	-	1,030,578	1,637,560	1,186,586	1,679,297
Amortization	1,025,000	-	-	-	-	-	-	-	-	-	1,025,000	1,225,000	1,225,000	1,200,694
Write-down tangible capital assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Equipment														
Equipment (non-capital)	-	130,000	-	-	-	-	-	-	-	-	130,000	138,100	$ 134,909	137,756
Rental	126,000	50,000	-	1,000	-	-	-	-	-	-	177,000	221,011	$ 170,633	227,819
Repairs and maintenance	79,878	43,000	-	-	-	-	-	-	-	-	122,878	109,878	$ 123,481	118,987
	205,878	223,000	-	1,000	-	-	-	-	-	-	429,878	468,989	429,022	484,562
Facilities														
Building supplies	50,500	-	-	-	-	-	-	-	-	-	50,500	40,500	$ 24,192	17,958
Grounds	44,000	-	-	-	-	-	-	-	-	-	44,000	54,000	$ 22,711	38,785
Janitorial	58,200	-	-	-	-	-	-	-	-	-	58,200	61,200	$ 58,559	60,612
Rental	290,423	66,800	12,500	40,000	27,890	-	-	8,250	-	-	445,863	429,628	$ 363,944	370,165
Repairs & maintenance buildings	89,000	-	-	-	-	-	-	-	-	-	89,000	69,000	$ 73,519	85,538
Utilities	103,000	16,200	-	-	-	-	-	-	-	-	119,200	117,350	$ 112,486	96,536
	635,123	83,000	12,500	40,000	27,890	-	-	8,250	-	-	806,763	771,678	655,412	669,593
Information Technology														
Computer services	5,000	-	-	-	-	-	-	-	-	-	5,000	5,000	$ 11,197	4,493
Data communications	-	-	-	-	-	-	-	-	-	-	-	-	$ -	-
Equipment (non-capital)	15,000	-	-	-	10,804	-	-	-	-	-	25,804	25,500	$ 26,572	42,104
Materials & supplies	-	-	-	-	-	-	-	-	-	-	-	-	$ 153,577	-
Rental	-	-	-	-	6,300	-	-	-	-	-	6,300	-	$ -	-
Repairs & maintenance buildings	-	-	-	-	-	-	-	-	-	-	-	-	$ -	2,399
Software (non-capital)	112,550	114,254	-	1,500	3,475	-	1,000	700	-	-	233,479	180,350	$ 198,509	171,360
	132,550	114,254	-	1,500	20,579	-	1,000	700	-	-	270,583	210,850	389,856	220,357
Operating														
Advertising	167,000	45,700	10,550	2,950	5,800	-	-	3,000	-	-	235,000	176,150	$ 155,798	150,879
Association fees & dues	16,500	6,400	-	-	398	-	-	-	-	-	23,298	40,113	$ 22,045	20,162
Bad debts	5,000	-	-	-	-	-	-	-	-	-	5,000	5,000	$ -	13,279
Financial services	109,020	-	-	-	-	-	-	-	-	-	109,020	106,342	$ 85,483	104,260
In-service (includes PD)	62,000	-	-	-	1,120	-	-	-	-	-	63,120	74,550	$ 35,844	50,396
Insurance	86,811	3,400	390	2,000	108	-	-	-	-	-	92,709	99,706	$ 98,069	113,392
Materials & supplies	173,250	255,370	12,020	131,424	44,297	-	5,000	65,750	-	-	687,111	588,486	$ 373,225	580,130
Postage, freight & courier	14,250	17,945	70	1,000	500	-	-	-	-	-	33,765	40,630	$ 30,209	31,255
Printing & copying	14,950	-	-	1,000	800	-	-	-	-	-	16,750	18,050	$ 13,814	18,361
Professional services	109,900	218,345	3,100	269,764	86,800	-	-	6,000	-	-	693,909	481,918	$ 359,538	268,743
Resale items	8,000	121,711	9,315	-	-	-	-	1,700	-	-	140,726	381,669	$ 247,084	337,199
Subscriptions	5,625	10,000	2,100	-	-	-	-	-	-	-	17,725	10,365	$ 5,851	10,393
Telephone & fax	49,390	2,000	2,400	2,245	2,000	-	800	-	-	-	58,835	60,715	$ 65,405	64,192
Travel	83,800	35,575	8,900	29,650	15,188	-	3,000	4,000	-	-	180,113	184,144	$ 120,355	190,951
Other	-	-	-	-	-	-	-	-	82,000	-	82,000	102,257	$ 158,230	130,449
	905,496	716,446	48,845	440,033	157,011	-	8,800	80,450	82,000	-	2,439,081	2,370,095	1,770,950	2,084,042
Personal Services														
Employee benefits	450,827	472,936	44,805	205,326	111,874	1,602	7,172	52,318	-	-	1,346,860	1,257,845	$ 1,037,150	1,046,080
Honoraria	16,710	-	-	27,000	117,651	-	-	-	-	-	161,361	191,652	$ 168,073	139,737
Salaries	2,396,964	2,400,562	244,455	1,299,834	573,452	7,650	34,915	255,666	-	-	7,213,498	6,837,509	$ 6,639,049	6,816,156
Other	27,000	4,781	-	55,806	43,346	-	-	13,200	-	-	144,133	233,688	$ 158,230	44,865
	2,891,501	2,878,279	289,260	1,587,966	846,323	9,252	42,087	321,184	-	-	8,865,852	8,520,694	8,002,503	8,046,838
Total Expenses	$ 5,873,648	$ 4,356,259	$ 563,660	$ 2,070,499	$ 1,051,803	$ 9,252	$ 51,887	$ 808,727	$ 82,000	$ -	$ 14,867,735	$ 15,204,866	$ 13,659,329	$ 14,385,384

Parkland College
Projected Schedule of General Expenses by Functional Area
for the year ended June 30, 2021

	Governance	Operating and Administration	Facilities and Equipment	Information Technology	2021 Total General Budget	2020 Total General Budget	2020 Total General Forecast	Parkland	WTTI	2019 Total General Actual
	2021 Projected General									
Agency Contracts										
Contracts	$ -	$ 78,100	$ -	$ -	$ 78,100	$ 392,250	$ -		$ -	$ 475,412
Instructors	-	-	-	-	-	-	$ -			-
	-	78,100	-	-	78,100	392,250	-	-	-	475,412
Amortization	-	1,025,000	-	-	1,025,000	1,225,000	$ 1,225,000			1,200,694
Write-down tangible capital assets	-	-	-	-	-	-	-			
Equipment										
Equipment (non-capital)	-	-	-	-	-	-	$ -	-	-	1,926
Rental	-	-	126,000	-	126,000	121,011	$ 119,066	-	-	128,125
Repairs and maintenance	-	-	79,878	-	79,878	79,878	$ 100,336	-	-	99,253
	-	-	205,878	-	205,878	200,889	219,401	-	-	229,303
Facilities										
Building supplies	-	-	50,500	-	50,500	40,500	$ 24,192	-	-	17,958
Grounds	-	-	44,000	-	44,000	44,000	$ 22,711	-	-	36,308
Janitorial	-	-	58,200	-	58,200	61,200	$ 58,559	-	-	60,612
Rental	-	1,250	289,173	-	290,423	290,423	$ 276,184	-	-	289,640
Repairs & maintenance buildings	-	-	89,000	-	89,000	69,000	$ 73,519	-	-	85,538
Utilities	-	-	103,000	-	103,000	103,000	$ 104,795	-	-	91,838
	-	1,250	633,873	-	635,123	608,123	559,960	-	-	581,893
Information Technology										
Computer services	-	5,000	-	-	5,000	5,000	$ 6,232	-	-	4,493
Data communications	-	-	-	-	-	-	$ -	-	-	-
Equipment (non-capital)	-	-	-	15,000	15,000	4,500	$ 7,248	-	-	430
Materials & supplies	-	-	-	-	-	-	$ 798,636	-	-	-
Rental	-	-	-	-	-	-	$ -	-	-	-
Repairs & maintenance buildings	-	-	-	-	-	-	$ -	-	-	2,399
Software (non-capital)	4,500	33,650	4,400	70,000	112,550	92,550	$ 91,751	-	-	71,134
	4,500	38,650	4,400	85,000	132,550	102,050	903,867	-	-	78,458
Operating										
Advertising	-	167,000	-	-	167,000	113,000	$ 101,717			103,967
Association fees & dues	15,000	1,500	-	-	16,500	34,600	$ 18,762			17,842
Bad debts	-	5,000	-	-	5,000	5,000	$ -			13,279
Financial services	-	109,020	-	-	109,020	105,942	$ 85,483			104,125
In-service (includes PD)	5,000	57,000	-	-	62,000	67,914	$ 34,460			46,835
Insurance	5,000	-	81,811	-	86,811	94,299	$ 93,826			106,379
Materials & supplies	-	67,250	76,000	30,000	173,250	161,050	$ 109,223			143,484
Postage, freight & courier	-	-	14,250	-	14,250	14,350	$ 7,561			10,623
Printing & copying	-	9,000	5,950	-	14,950	14,950	$ 12,214			16,593
Professional services	10,000	99,900	-	-	109,900	112,496	$ 125,140			145,685
Resale items	-	8,000	-	-	8,000	8,000	$ 6,765			8,055
Subscriptions	-	4,800	825	-	5,625	5,865	$ 999			8,403
Telephone & fax	-	9,890	38,000	1,500	49,390	48,590	$ 58,382			57,939
Travel	15,000	67,500	500	800	83,800	68,940	$ 64,558			85,742
Other	-	-	-	-	-	-	$ 798,636	-		-
	50,000	605,860	217,336	32,300	905,496	854,996	1,517,725	-	-	868,950
Personal Services										
Employee benefits	500	357,353	45,057	47,917	450,827	414,139	$ 445,558			370,301
Honoraria	16,710	-	-	-	16,710	7,500	$ 9,885			15,790
Salaries	-	1,949,136	219,103	228,725	2,396,964	2,094,216	$ 2,278,393			2,035,227
Other	-	27,000	-	-	27,000	27,000	$ 22,762	-		19,379
	17,210	2,333,489	264,160	276,642	2,891,501	2,542,856	2,756,597	-	-	2,440,697
Total General Expenses	$ 71,710	$ 4,082,349	$ 1,325,647	$ 393,942	$ 5,873,648	$ 5,926,164	$ 7,182,551	$ -	$ -	$ 5,875,408

Schedule 5

Parkland College
PROJECTED Schedule of Changes in Accumulated Surplus from Operations
for the year ended June 30, 2021

	June 30 2019 Actual	June 30 2020 Budget	June 30 2020 Forecast	Additions during the year	Reductions during the year	June 30 2021 Budget
Invested in Tangible Capital Assets:						
Net Book Value of Tangible Capital Assets	$ 20,340,891	$ 19,449,142	$ 19,318,136	$ -	$ 1,237,095	$ 18,081,041
Less: Debt owing on Tangible Capital Assets	2,008,695	1,508,695	1,508,695	-	500,000	1,008,695
	18,332,196	17,940,447	17,809,441	-	737,095	17,072,346
Internally Restricted Operating Surplus						
Capital projects:						
Designated to tangible capital asset expenditures:						
Trades & Technology Centre	296,467	345,330	296,467	-	-	296,467
Trades & Technology Centre - debt repayment	548,695	158,695	48,695	-	-	48,695
Trades & Technology Centre - site development	3,058	(0)	3,058		3,058	(0)
Technology Purchases	144,671	130,000	(24,460)			(24,460)
Staff Contigency	92,807	-	92,807	-	-	92,807
Program Development (Fire)	50,000	-	50,000	-	-	50,000
Future Facility & Program Development	328,489	343,214	328,489	-	-	328,489
Vehicle Fleet Renewal	100,000		100,000	-		100,000
Coalition Initiatives	182,311		182,311	-	120,000	62,311
Systems Upgrade	96,991	97,086	96,991	-	191,000	(94,009)
Early Childhood Development-FHQTC	10,320	-	10,320	-	-	10,320
Investment in 586073 Sask Ltd.	175,000		175,000	-		175,000
Student Account	36,932	14,622	36,932	-	-	36,932
Student Health and Dental	32,272	25,001	32,272	-	-	32,272
Scholarship Funds:						
Good Spirit REDA Scholarship Fund	3,668	2,168	3,668	-		3,668
Entrance Scholarship Fund	21,942	11,942	21,942			21,942
Staff Scholarship Fund	1,076	1,337	1,076			1,076
Golf Tournament Scholarship Fund	43,532	61,556	43,532			43,532
Clay Serby Scholarship Fund	214	214	214			214
Internal Scholarship Fund	10,642	4,622	10,642			10,642
TD Bank Scholarship Carryforward		-				-
YTC Scholarship Carryforward	9,876	9,907	9,876			9,876
Total Restricted Scholarship Funds	90,950	91,747	90,950	-	-	90,950

Total Internally Restricted Funds	**2,188,963**	**1,205,694**	**1,519,832**	**-**	**314,058**	**1,205,774**
Externally Restricted Funds by Government of Saskatchewan						
Preventive Maintenance and Renewal (PMR)	49,547	65,749	328,047	-		328,047
SSHRC Bonding & Attachment Carryforward	131,654	71,654	131,654	-		131,654
NSERC TA Foods Carryforward	-	(0)	-	-	-	-
ABE On-Reserve Carryforward	238,521	158,566	238,521	-		238,521
Older Worker Program Carryforward	31,737		31,737			
EAL Carryforward	4,252		4,252	7,005		
Labour Market Services Carryforward	1,820		1,820			
Skills Link Carryforward	7,000	-	7,000	-	-	7,000
ABE On-Reserve Funding	75,000	75,000	75,000	113,350		188,350
ABE Funding	213,000	213,000	213,000			213,000
ESWP Funding	51,000	51,000	51,000			51,000
ESL Funding	12,000	12,000	12,000			12,000
Skills Training Carryforward	670,924	245,513	670,924	-	249,387	421,537
Skills Training Funding	372,000	372,000	372,000			372,000
Total Externally Restricted Funds by Government of Saskatchewan	**1,858,455**	**1,264,482**	**2,136,955**	**120,355**	**249,387**	**1,963,109**
Total Restricted Funds	**4,047,417**	**2,470,176**	**3,656,787**	**120,355**	**563,445**	**3,168,883**
Unrestricted Operating & Surplus						
Unrestricted Operating Fund	482,237	785,680	482,237			338,689
Surplus (Deficit) for the Year from Operations		(1,217,445)	168,067	(2,442,713)		(2,442,713)
Amortization		1,225,000		1,225,000		1,225,000
System Upgrades		-				-
Computer Hardware - Capital		(130,000)				-
Internally Restrict for TTC Debt		(125,000)				-
Unrestricted Operating & Surplus	**482,237**	**522,003**	**338,689**	**(1,217,713)**	**-**	**(879,024)**
Total Accumulated Surplus from Operations	**22,861,850**	**20,932,626**	**21,804,916**	**(1,097,358)**	**1,300,540**	**19,362,203**

Government of Saskatchewan

Immigration and Career Training
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Appendix B

Skills Training Program Management Plan 2020-21

Page 1 of 1

Delivery Institution: Parkland College   **Date Submitted:** July 14, 2020

Plan A

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 (until June 30, 2021)	Program Capacity	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
Agricultural Equipment Technician Certificate	Agricultural Equipment Technician Certificate	Institute	SK Polytechnic - Saskatoon	Combination (Class room and distance learning)	Yorkton	13-Oct-20	25-Jun-21	175	12		12	19	Yes, in person	Yes	$111,011		$98,000		$209,011	SK Occ Outlook - Most Job openings requiring Post-Sec cert or diploma #12, regional LM need for employment or self-employment
Automotive Service Technician	Automotive Service Technician Certificate	Institute	SK Polytechnic - Moose Jaw	Combination (Class room and distance learning)	Yorkton	8-Sep-20	4-Jun-21	185	8		8	13	No	No	$200,840		$55,600		$256,440	SK Occ Outlook - Top 25 in Most Job openings #21, Openings requiring Post-Sec cert or diploma #6, regional LM need
Business Diploma (Year 2)	Business Diploma	Institute	SK Polytechnic - Moose Jaw	Combination (Class room and distance learning)	Yorkton	31-Aug-20	30-Apr-21	160	12		8	11	No	No	$87,614		$58,771		$146,385	SK Occ Outlook - Most Job openings requiring Post-Sec cert or diploma #1 and #5
Business (Year 1)	Business Certificate	Institute	SK Polytechnic - Moose Jaw	Combination (Class room and distance learning)	Yorkton	31-Aug-20	30-Apr-21	160	24		24	34	No	No	$56,007		$125,141		$181,148	SK Occ Outlook - Most Job openings requiring Post-Sec cert or diploma #1
Continuing Care Assistant	Continuing Care Assistant Certificate	Institute	SK Polytechnic - Saskatoon	Combination (Class room and distance learning)	Yorkton	8-Sep-20	28-May-21	160	24		24	34	Yes, in person	No	$88,970		$133,532		$222,502	High graduate employment rate; Regional LM demand in Health region
Firefighter NFPA 1001		Institute	Lakeland College	Combination (Class room and distance learning)	Melville	1-Apr-21	30-Jun-21	70	22		22	14	Yes, in person	No	$64,999		$232,494		$297,493	Emergency Services demand in public safety and industry
Heavy Equip Truck and Transport	Heavy Equip Truck and Transport Certificate	Institute	SK Polytechnic - Saskatoon	Combination (Class room and distance learning)	Yorkton	14-Sep-20	4-Jun-21	180	12		12	19	No	Yes	$101,990		$117,398		$219,388	SK Occ Outlook - Top 25 in Most Job openings #21, Openings requiring Post-Sec cert or diploma #6, regional LM need
Office Education	Office Administration Certificate	Institute	SK Polytechnic - Moose Jaw	Combination (Class room and distance learning)	Yorkton	31-Aug-20	30-Apr-21	160	15		15	21	No	No	$57,703		$66,900		$124,603	SK Occ Outlook - Top 25 in Most Job openings #13, regional LM need
Power Engineering 3rd Class	Power Engineering Diploma 3rd Class	Institute	SK Polytechnic - Saskatoon	Combination (Class room and distance learning)	Yorkton	28-Sep-20	29-Jan-21	100	12		6	5	No	No	$70,118		$36,656		$106,774	Although the LM demand for PE provincially is not high, our regional industry still requires these positions. The government, industry, and college investment in the Trades and Technology Center PE lab has made it the premier training lab in the province so we want to maintain usage. Other colleges without labs could also utilize.
Power Engineering 4th Class	Power Engineering Certificate 4th Class	Institute	SK Polytechnic - Saskatoon	Combination (Class room and distance learning)	Yorkton	5-Oct-20	28-May-21	160	12		7	10	No	No	$152,855		$82,488		$235,343	Although the LM demand for PE provincially is not high, our regional industry still requires these positions. The government, industry, and college investment in the Trades and Technology Center PE lab has made it the premier training lab in the province so we want to maintain usage. Other colleges without labs could also utilize.
Practical Nursing #13	Practical Nursing Diploma (Year 2)	Institute	SK Polytechnic - Regina	Combination (Class room and distance learning)	Yorkton	8-Sep-20	18-Dec-20	80	17		17	12	Yes, in person	No	$166,938		$43,095		$210,033	SK Occ Outlook - Most Job openings requiring Post-Sec cert or diploma #15, regional LM need
Practical Nursing #14	Practical Nursing Diploma (Year 1)	Institute	SK Polytechnic - Regina	Combination (Class room and distance learning)	Yorkton	8-Feb-21	11-Jun-21	80	22		22	16	Yes, in person	No	$165,874		$70,474		$236,348	SK Occ Outlook - Most Job openings requiring Post-Sec cert or diploma #15, regional LM need
Primary Care Paramedic	Primary Care Paramedic Cerficate	Institute	SK Polytechnic - Regina	Combination (Class room and distance learning)	Melville	28-Aug-20	30-Jun-21	190	12		12	20	Yes, in person	No	$155,081	$75,483	$57,420		$287,984	Emergency Services demand in public safety and industry
Welding Certificate	Welding Certificate	Institute	SK Polytechnic - Regina	Combination (Class room and distance learning)	Yorkton	21-Sep-20	11-Jun-21	175	9		9	14	No	No		$157,604	$70,000		$227,604	SK Occ Outlook - Most Job openings requiring Post-Sec cert or diploma #9
Continuing Care Assistant PT	Continuing Care Assistant Certificate	Institute	SK Polytechnic	Combination (Class room and distance learning)	Canora	31-Aug-20	25-Jun-21	60	24	24		13	Yes, in person	No			$34,426	$58,562	$92,988	High graduate employment rate; Regional LM demand to certify CCA workers
Continuing Care Assistant PT	Continuing Care Assistant Certificate	Institute	SK Polytechnic	Combination (Class room and distance learning)	Fort Qu'Appelle	31-Aug-20	25-Jun-21	60	16	16		9	Yes, in person	No			$15,196	$54,444	$69,640	High graduate employment rate; Regional LM demand to certify CCA workers
Early Childhood Education	Early Childhood Education Diploma	Institute	SK Polytechnic	Combination (Class room and distance learning)	Fort Qu'Appelle	1-Sep-20	25-Jun-21	60	10	10		5	No	No			$55,733	$40,062	$95,795	SK Occ Outlook - Most Job openings requiring Post-Sec cert or diploma #8; regional LM need
Early Childhood Education PT Diploma	Early Childhood Education Diploma	Institute	SK Polytechnic	Combination (Class room and distance learning)	Yorkton	14-Sep-20	25-Jun-21	60	10	10		5	No	Yes			$36,704	$30,418	$67,122	SK Occ Outlook - Most Job openings requiring Post-Sec cert or diploma #8; regional LM need
Health PT		Institute	Saskpoly	Combination (Class room and distance learning)	Yorkton	14-Sep-20	28-May-21	35	24	24		7	No	Yes			$11,021	$24,400	$35,421	SK Occ Outlook - Most Job openings requiring Post-Sec cert or diploma #15, regional LM need
Emergency Medical Responder	Emergency Medical Responder (EMR)	Industry	St. John Council for Sk Inc.	Combination (Class room and distance learning)	Melville	2-Nov-20	13-Nov-20	10.00	20	20		2	No	No			$12,422	$27,000	$39,422	Emergency Services demand in public safety and industry
Total:									**317**	**104**	**198**	**284**	**0**	**0**	**$1,480,000**	**$398,589**	**$1,482,855**	**$0**	**$3,361,444**	

Plan B

Program Name	Standard Program Name	Institute/Industry Credit	Accredited Organization	Delivery Method	Location	Start Date	End Date	Days	Capacity	Part-time	Full-time	FLE	Labs	Work	STA	Carryover	Tuition & Books	Partner	Total Cost	Rationale
Heavy Equipment Operator	Heavy Equipment Operator Certificate	Institute	Assiniboine Community College	Class room															$0	LM demand for provincial infrastructure projects
Security Officer Certificate	Security Officer Applied Certificate	Institute	Saskpoly	Combination (Class room and distance learning)															$0	High demand job #14 in the High School completion with some post-secondary or on the job training
																			$0	
																			$0	

Other Institute Credit Programming - Cost Recovery

Program Name	Standard Program Name	Institute/Industry Credit	Accredited Organization	Delivery Method	Location	Start Date	End Date	Days	Capacity	Part-time	Full-time	FLE	Labs	Work	Total Cost
Global Business Management Post-Grad Certificate (Cohort 1 - Daytime)	GBM Post Grad Certificate	Institute	Conestoga	Combination (Class room and distance learning)	Yorkton	TBD	TBD	160	30		30	34	No	No	$0
Industrial Mechanics Level 1	Industrial Mechanics Certificate	Industry	SATCC	Combination (Class room and distance learning)	Esterhazy	24-Aug-20	16-Oct-20	40	8		8	3	Yes, in person	No	$0
Industrial Mechanics Level 2	Industrial Mechanics Certificate	Industry	SATCC	Combination (Class room and distance learning)	Esterhazy	4-Jan-21	26-Feb-21	40	12		12	4	Yes, in person	No	$0
Industrial Mechanics Level 3	Industrial Mechanics Certificate	Industry	SATCC	Combination (Class room and distance learning)	Esterhazy	26-Oct-20	18-Dec-20	40	8		8	3	Yes, in person	No	$0
Industrial Mechanics Level 4	Industrial Mechanics Certificate	Industry	SATCC	Combination (Class room and distance learning)	Esterhazy	6-Apr-21	28-May-21	40	12		12	4	Yes, in person	No	$0
Heavy Equipment Operator	Heavy Equipment Operator Certificate	Insitute	Assiniboine Community College	Classroom	TBD	TBD	TBD	52	12		12	6	Yes, in person	No	$0
Continuing Care Assistant #2	Continuing Care Assistant Certificate	Institute	SK Polytechnic	Combination (Class room and distance learning)	Yorkton	Feb 2020	June 2020	80	15		15	11	Yes, in person	No	$0

*Subject to approval

NOTE: **REDUCED CAPACITY DUE TO COVID RESTRICTIONS** IN ORANGE

Reference: Sask Detailed Occupational Outlook 2019-23

Revised Dec 2019

Government of Saskatchewan

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

Delivery Institution: __Parkland College__

Date Submitted: __July 14, 2020__ Page ___1__ of __1___

Program Name	Program Level	Location	On-Reserve/ Off-Reserve	Partners	Delivery Method	Start Date (dd/mmm/yy)	End Date (dd/mmm/yy)	Total # of Contact	Seat Capacity	Part-time	Full-time	Projected FLE	Work Placements provided	Projected ABE Funding	ABE Carry Over Funds Used *	K-12 Funding for 18-21 Year Olds	Partner Contribution	Total Anticipated Program Funding [A+B+C+D]	In-Kind Contribution	PTA
Section A - Program Plan																				
Adult 10	Level 3	Yorkton	Off-Reserve	GSSD	Combination (Class room and distance learning	15-Sep-20	9-June-21	170	12	0	12	16	No	$337,901	$27,399			$365,300	No	Yes
Adult 12	Level 4	Yorkton	Off-Reserve	GSSD	Combination (Class room and distance learning	15-Sep-20	9-June-21	170	36	0	36	48	No			$190,400		$190,400	No	Yes
Adult 10	Level 3	Melville	Off-Reserve	GSSD	Combination (Class room and distance learning	15-Sep-20	9-Jun-21	155	5	0	5	6	No	$59,881				$59,881	No	Yes
Adult 12	Level 4	Melville	Off-Reserve	GSSD	Combination (Class room and distance learning	15-Sep-20	9-Jun-21	155	7	0	7	9	No			$78,400		$78,400	No	Yes
Adult 10	Level 3	Fort Qu'Appelle	Off-Reserve	PVSD	Combination (Class room and distance learning	15-Sep-20	9-Jun-21	155	9	0	9	11	No	$218,166				$218,166	No	Yes
Adult 12	Level 4	Fort Qu'Appelle	Off-Reserve	PVSD	Combination (Class room and distance learning	15-Sep-20	9-Jun-21	155	12	0	12	15	No			$44,800		$44,800	No	Yes
Adult 10	Level 3	Kamsack	Off-Reserve	GSSD	Combination (Class room and distance learning	15-Sep-20	9-Jun-21	155	9	0	9	11	No	$178,266				$178,266	No	Yes
Adult 12	Level 4	Kamsack	Off-Reserve	GSSD	Combination (Class room and distance learning	15-Sep-20	9-Jun-21	155	12	0	12	15	No			$112,000		$112,000	No	Yes
Literacy (Part-time)	Level 2	Regional	Off-Reserve		Combination (Class room and distance learning	Sept	May	50	20	40	0	4	No	$49,786				$49,786	No	No
ESWP	Level 2	Kamsack	Off-Reserve		Combination (Class room and distance learning	Oct	Dec	60	8	0	8	4	Yes	$42,671				$42,671	Yes	Yes
ESWP	Level 2	Kamsack	Off-Reserve		Combination (Class room and distance learning	Jan	Apr	60	8	0	8	4	Yes	$42,672				$42,672	Yes	Yes
ESWP	Level 2	Fort Qu'Appelle	Off-Reserve	FHQTC	Combination (Class room and distance learning	Oct	Dec	48	8	0	8	3	Yes		$54,873			$54,873	Yes	Yes
ESWP	Level 2	Yorkton	Off-Reserve	YTC	Combination (Class room and distance learning	Jan	April	85	12	0	12	8	Yes	$76,138	$7,339			$83,477	Yes	Yes
ESWP	Level 2	Balcarres	Off-Reserve	FHETC	Combination (Class room and distance learning	Oct	Dec	50	8	0	8	3	Yes	$38,519				$38,519	Yes	Yes
							Total:	166	40	146	156			$1,044,000	$89,611	$425,600	$0	$1,559,211		
Section B - Programs Under Development																				
Essentials Skills	Level 2	Ocean Man FN	On-Reserve	SATCC	Class room	TBD	TBD	66	8	0	8	4.5	No	$45,469			$123,046	$168,515	Yes	No
Essentials Skills	Level 2	Pasqua PN	On-Reserve	Pasqua	Class room	TBD	TBD	60	8	0	8	4.1	No	$45,635	$251			$45,886	Yes	No
Essentials Skills	Level 2	Peepeekisis FN	On-Reserve	Peepeekisis	Class room	TBD	TBD	60	8	0	8	4.1	No	$45,886				$45,886	Yes	No
Essentials Skills	Level 2	Key FN	On-Reserve	Key	Class room	TBD	TBD	60	8	0	8	4.1	No	$31,905			$42,618	$74,523	Yes	No
Essentials Skills	Level 2	Cote FN	On-Reserve	Cote	Class room	TBD	TBD	90	8	0	8	6.2	No		$84,788		$58,520	$143,308	Yes	No
Essentials Skills	Level 2	Keeseekoose FN	On-Reserve	Keeseekoose	Class room	TBD	TBD	35	8	0	8	2.4	No	$34,333			$42,919	$77,252	Yes	No
Essentials Skills	Level 2	Standing Buffalo FN	On-Reserve	Standing Buffalo	Class room	TBD	TBD	60	8	0	8	4.1	No	$45,886				$45,886	Yes	No
Essentials Skills	Level 2	Starblanket FN	On-Reserve	Starblanket	Class room	TBD	TBD	60	8	0	8	4.1	No	$45,886				$45,886	Yes	No
Essentials Skills	Level 2	Pathways to Security	On-Reserve	TBD	Class room	TBD	TBD	10	8	0	8	0.7	No	$1,000	$12,408		$3,843	$17,251	Yes	No
														$296,000	$97,447		$270,946	$664,393		

* Subject to approval.

Notes:

College: Parkland College

Classroom-Based Instruction

Outcomes	Acceptability Level	How will you measure?
Participants have the English language skills needed to function in Saskatchewan labour market	45% of enrolled participants will achieve growth in a Canadian Language Benchmark level; 80% of enrolled participants will achieve growth in at least one CLB skill level.	We will track student progress through using the PBLA framework of instruction and assessment. Students' successful completion of assessments are tracked individually using a PBLA tracking inventory. Successful completion of a CLB level will be recognized by a Progress Conference and LINC (or completion) certificate. Completion of CLB levels is recorded in the ESL results report submitted twice annually and entered into iCARE 'live' for PRs.
Participants are referred to services or resources and linked to community activities and networks, based on identified needs and goals	80% of enrolled participants will participate in a real-life learning opportunity	Attendance in RLL activities are tracked on our monthly attendance documents and reported in the ESL results report.
Participants identify settlement and integration, employment and language learning needs, barriers and strengths and set clear and realistic learning goals	80% of enrolled participants will identify language learning goals 60% of enrolled participants will fulfill language learning goals	Students partcipate with their instructor setting 2 language learning goals per term with the expectation that they will fulfill all 4 by the end of the program year. The number fo goals set & achieved each term is recorded by instructors each term in our attendance report.

Community	Name of Class	Hours / Week	ICT Seats / Class	IRCC Seats/Class	Total Seats/Class	Weeks / Year	Total No. Hours	80% Target Participation Rate
Yorkton	Stage 1	6	2	8	10	33.5	402	321.6
Yorkton	Stage 2	6	2	8	10	33.5	402	321.6
Esterhazy	Stage 1	6	2	8	10	33.5	402	321.6
Regional (as per need)	Itinerant 1:1 tutoring	3	1	3	4	30	90	72
							0	0
							0	0
		Total:	**7**	**27**	**34**			

Projections	#
# of Permanent Residents (Stage 1):	16
# of Permanent Residents (Stage 2):	8
# of Temporary Residents (Stage 1):	4
# of Temporary Residents (Stage 2):	2
# of CLBPT Assessments for ICT eligible students:	10
# of referrals of eligible students to ICT On-Line English:	4

Conversation Circles

Outcomes	Acceptability Level	How will you measure?
Participants have the English language skills needed to function safety in Saskatchewan society	90% of participants will achieve increased communication skills, as measured by a monthly participant survey evaluating confidence in communicating in day to day interaction within the community.	conduct 10 surveys (between October and May) - responses reported on the ESL results report
Participants are referred to services or resources and linked to community activities and networks, based on identified needs and goals	90% of participants will report increased understanding of, and participation in, community resources, activities and networks, as measured by a monthly participant survey to monitor whether participants are receiving the community information required. 100% of participants who are eligible for On-Line English will be referred to On-Line English	the survey includes a question asking if participants were referred to On-Line English

Community	Week	No. of Seats	Weeks / Year
Yorkton	3	8	28

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