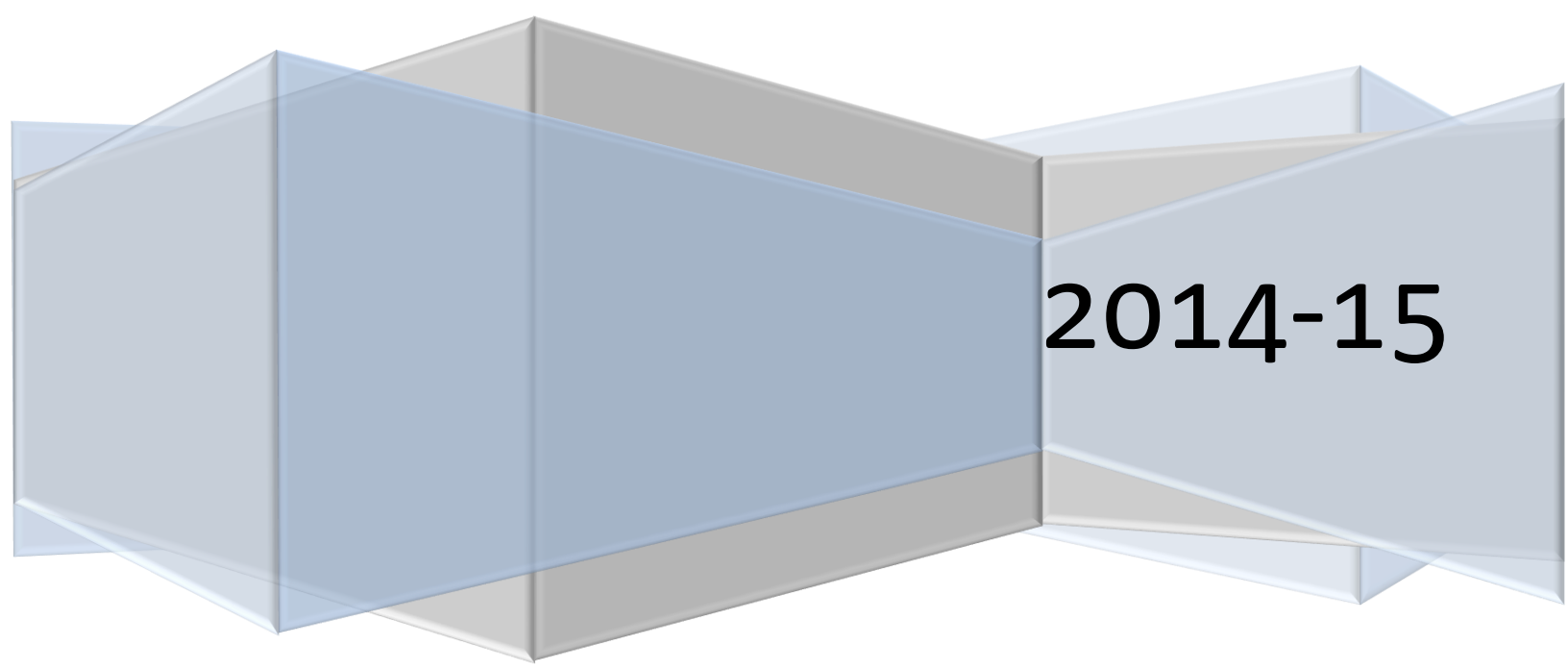


Southeast College Business Plan



2014-15

Executive Summary

Risks

1. Housing

- Estevan and the Southeast have experienced strong employment and population growth above the provincial levels. Despite housing growth, there remains a significant demand particularly for affordable rental housing, causing the Estevan market to have the lowest vacancy rates and highest average rental rates in the province.
- The cities of Estevan and Weyburn are the most challenged by a low vacancy rate with Estevan consistently having the lowest vacancy rate in the Province. The 1.8% vacancy rate in Estevan represents approximately 9 apartment units. There was 0% vacancy rate for 1 and 2 bedroom units in the Fall 2013 CMHC Rental Market Report for Estevan.
- The average apartment rental rate in Estevan is 21% higher than the Saskatchewan average.
- The gap between rental rates in Estevan and Saskatchewan centres 10,000+ population continues to grow.
- This issue is creating bottlenecks to continued growth in the region:
 - Learners who do not reside in Estevan or Weyburn are having difficulty finding accommodations thereby impacting the College's ability to maximize programming and optimize the Saskatchewan Energy Training Institute.
 - Business and industry's ability to attract new employees into the region is being challenged and as a consequence economic growth is dampened.

Select New Initiatives

1. **Estevan Affordable Housing project** – in partnership with the City of Estevan and the Estevan Chamber of Commerce, the College is leading the development of an affordable housing project in order to help address the student housing needs and the broader community need. The College intends to complete the full business plan and initiate an investment strategy in fiscal 2014-15. Initial planning is for a 100 unit complex – approximately 50 for student housing and 50 for market housing.
2. **Partnership with First Nations University** – The First Nations University of Canada has developed a post-secondary access and transition program called – Indigenous Access and Transition Education Certificate (IATEC) program specifically aimed at increasing Aboriginal student success. The College will pursue a partnership with FNU to expand the delivery of the IATEC programs to First Nations communities served by SRC. In 2013 SRC brought together FNMI educational partners and communities where the need for this program was expressed.
3. **Level 2 Electrical** – The Saskatchewan Apprenticeship and Trade Certification Commission has indicated that they are supportive of the College to deliver this training in Estevan due to the strong demand of Level 1 and 2 electrical apprentices in Estevan. The College will be undertaking efforts to raise sufficient funds for the purchase of the necessary equipment required to successfully deliver the program.
4. **Power Engineering Level 3** – SaskPower, one of the College's key industry partners and the biggest employer of 4th class power engineering grads in Estevan, have indicated grads are struggling to progress through the power engineering levels. With the changes to the TSASK processes, students are able to challenge exams first and obtain the applicable steam time second. SIAST has indicated that they will be developing exam prep courses that SRC will be able to deliver at its locations. These

non-credit prep courses will enable students to prepare for each exam as they are ready to challenge them thereby increasing student success.

5. **Heavy Duty Truck and Transport Mechanic** – this is one of the top 3 most in-demand occupations in the region. With jobs requiring a Post-Secondary Certificate/Diploma, Heavy-Duty Equipment Mechanics rated #1 under the Top 10 occupations, in-demand jobs. The monthly average number of vacancies in the region is 51, representing 13% of the vacancies in Saskatchewan. Southeast College will be taking steps to engage industry to partner in the delivery of this program in order to address the labour market need.
6. **Oil & Gas Rig Tech Worker** - A survey of over 200 local oil and gas companies in 2013 suggested a significant need for this type of program. Work has begun to gather existing programming and develop new programming that will be needed to deliver this course. This course will be targeted towards young workers and newcomers that are interested in finding out more about the drilling and service industries before going into this area of employment.
7. **Enhanced Partnership with Enform** – the College will continue to broaden course offerings and enhance its strong relationship with Enform. Enform has a strong presence in Southeast Saskatchewan and the College is able to deliver courses to our clients that are needed for the continued operation of their respective industries and companies are able to save time and money by having their employees take specialized training at or near their home base.

Financial Overview

- The College is projecting a balanced operating budget comprised of the following:
 - \$231,225 operating deficit offset by;
 - \$227,379 revenue from the Weyburn Campus project restricted net asset account; and
 - \$4,000 revenue from the Indian Head restricted net asset account.
- When amortization expense and capital revenues are included, the College projects a deficit of \$201,343
- Although the College continues to improve its budgeting/forecasting processes and is aligning its strategic priorities, fluctuations in the area's economy greatly affect the programming levels. The adversities currently being experienced in the oil and gas sector place the College at a potential risk as it continues to rely on this revenue to offset operating costs.

Program Plan

- In 2014-15, SRC will receive the following from the Province for programming:

Program	Funding 2014-15	\$ Change from 2013-14	% Change from 2013-14
Skills Training Allocation	\$1,188,288	\$67,154	6%
Adult Basic Education	\$1,101,733	\$57,773	5.5%
Adult English	\$120,200	\$5,204	4.5%
Total	\$2,410,221	\$130,131	5.7%

- The College will be increasing its focus on First Nations and Metis programming by pursuing a partnership with the First Nations University to deliver the Indigenous Access and Transition Education Certificate for post-secondary training.
- The Skills Training programming is directly linked to regional labour market needs as identified through the Program Prioritization Framework.

- Adult Basic Education programming supports will be enhanced to increase learner success in the classroom as well as labour market attachment.
- Adult English language programming will increase seats by 13% (20 seats) in 2014-15.

Human Resources

- For 2014-15, the College is planning to increase its Full Time Equivalents (FTE's) by 4.8, from 68 to 72.8 in order to optimize the new organizational design and help meet the strategic needs of the College.

Facilities and Capital

- Most building systems at SETI are off of warranty as of October 2014 and maintenance costs are expected to increase. At this time, the College is concerned about the premature corrosion and leaking of the heating and cooling system, the costs to repair (estimated at over \$100K), and the life expectancy of the equipment as a result.
- Paving of the SETI Parking lot remains a priority. The paving project was tendered in September 2013, with a cost of \$630,000 for preparation and paving. Curb installation/modification, lighting changes and catch basin installation add another \$70,000 for a total cost of \$700,000. The curb modifications and lighting changes would accommodate the use of SRC's skid car for training in Estevan.
- Construction of the new Weyburn campus will begin in 2014-15.

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Operational Plan

Priority 1 - Excellence

Excellence: SRC excels at what it does. It demonstrates excellence in leadership and innovation.

Goals	Actions 2014-15
1. An innovation leader to drive effectiveness and efficiency	<ol style="list-style-type: none"> 1. Assess and enhance IT capabilities in order to minimize internal business process costs and enhance student experience. 2. Identify and implement continuous process improvements initiatives to support government's LEAN initiative. 3. Continue to develop networks to engage with key educational and industry stakeholders at various institutions across the West.
2. Satisfied, informed and engaged employees	<ol style="list-style-type: none"> 4. Develop and implement internal employee communications strategy. 5. Ready the workplace for annual performance management cycle specifically supervisor training to effectively implement the process. 6. Update and refresh all job descriptions. 7. Plan and execute staff development training for career pathing and succession planning opportunities. 8. Conduct a complete review and renewal of all HR policies College wide. 9. Develop and implement a student feedback process for instructor assessments linked to performance management framework. 10. Develop and implement a strategic communications strategy.
3. Partner of choice	<ol style="list-style-type: none"> 11. Identify industry partners to support delivery of the Heavy Equipment Truck and Transport Mechanic program and Level 2 Electrical apprenticeship. 12. Identify private sector partners to support the housing project. 13. Proactively work with the Southeast Cornerstone School Division on the Weyburn Education Centre project. 14. Contact has been made with FNUUniv to open discussions on possible programming partnerships. One promising program is the FNUUniv's IATEC (Indigenous Access and Transition Education Certificate). Cowessess and Kahkewistahaw First Nations have expressed an interest in this program. 15. Work with Southeast Cornerstone School Division and the Estevan and Weyburn Chambers of Commerce on labour market readiness initiatives.

4. A leading advocate for enhanced institutional collaboration	16. Continue developing a student housing proposal with private sector stakeholders and the City of Estevan to address housing and labour market issues. 17. Promote and work with RC's to identify and engage in system enhancements and efficiency opportunities. 18. Continue engagement with the Universities on updating the 1974 Education Model Agreement. 19. Work with Parkland College to learn the International Student recruitment process and identify opportunities for assessment.
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Priority 2 –Responsive and Flexible

SRC is Responsive and Flexible: It responds within its strategic goals, to its stakeholders in a timely and flexible/adaptive manner.

Goals	Actions 2014-15
1. Increase stakeholder engagement	1. Implement the recommendations of the SETI program plan committee. 2. Continue the implementation of the program working group with Sun Country Health Region. 3. Work with SCSD and the Estevan and Weyburn Chambers to identify work readiness opportunities.
2. Ensure (enhance) program relevancy and timeliness	4. Continue the implementation of the Program Prioritization Framework. 5. Ensure the new Labour Market Attachment Specialists work with our programs in developing transitioning skill seminars, e.g. resume's, job search, interview skills etc. 6. Undertake a labour market assessment of LPN's along the TransCanada corridor.
3. Enhance First Nations Partnerships and educational participation	7. Investigate if another training partnership project between FN's and Mosiac Potash could be undertaken. 8. Develop partnership with FNUC to deliver post-secondary preparation programming. 9. Increase supports for ABE programming to help increase success rates. 10. Develop and implement a targeted First Nations marketing strategy.
4. Enhanced newcomer educational participation	11. Work with Parkland College to learn the International Student recruitment process and identify opportunities for assessment. 12. Implement the Oil and Gas Rig worker program for entry level employment opportunities.

Priority 3 – Competitive Services Providing Superior Value

Competitive Services Providing Superior Value: SRC offers valued programming on a regional basis to its clients.

Goals	Actions 2014-15
1. Competitive and accessible programming linked to labour market need	<ul style="list-style-type: none"> 1. Continue the implementation of the Program Prioritization Framework. 2. Work to develop and implement Level 2 Electrical with the Apprenticeship Commission. 3. Add 2 Labour Market Attachment Specialists positions. 4. Implement training partnership between FN's, Mosaic Potash and other industry. Saskpower, etc. 5. Work with Southeast Cornerstone School Division and the Estevan and Weyburn Chambers of Commerce to identify labour market opportunities. 6. Implement work readiness and ECE modules into ABE programming to increase labour market attachment. 7. Develop and implement a strategic marketing strategy. 8. Implement the HETT program in partnership with industry.
2. Flexible and adaptable programming	<ul style="list-style-type: none"> 9. Continue the part-time power engineering program out of the Assiniboia campus. 10. Review program instructor recall notice process. 11. Begin work to identify availability of qualified instructors for any new programming as part of Program Prioritization Framework. 12. Work with SaskPower to implement Level 3 Power Engineering.
3. High Customer Satisfaction	<ul style="list-style-type: none"> 13. Complete annual online client satisfaction survey.
4. Increased student supports	<ul style="list-style-type: none"> 14. Retool and repurpose the Education Foundation, and initiate new model. 15. Develop fundraising strategy focusing on scholarships to start.

Priority 4 - Sustainability

Sustainability: SRC has the capacity to support and maintain its mandate and goals in a cost effective, efficient and legitimate manner.

Goals	Actions 2014-15
1. Financial sustainability	1. Assess and evaluate an asset management system.
2. Effective organizational design	2. Develop framework to assess impact of new organizational structure.
3. Efficient operations	3. List and benchmark sustainability tools.
4. Maximize infrastructure utilization	4. Monitor and review capital utilization framework.

Priority 5 - Accountability

Accountability: SRC accountable to the province, regional and internal stakeholders. It demonstrates accountability by championing the value of respect, transparency of decision making and demonstrating performance through achievement and measurement of its strategic priorities.

Goals	Actions 2014-15
1. High stakeholder/client satisfaction	1. Complete annual online client/stakeholder satisfaction survey.
2. Effective governance structures	2. Undertake a Board Governance Policy Review 3. Brown Governance training for selected Board members.
3. Improved business practices	4. Review and maintain comprehensive Finance and HR policy manuals. Strengthen policies and procedures.
4. High Student Satisfaction and Success	5. Assess a student awareness policy. 6. Complete annual online student satisfaction survey.

Environmental Scan

Regional Labour Force

Saskatchewan's population has grown significantly in the last number of years. However, population growth in the southeast has been marginal. Newcomers and Aboriginal employees represent the greatest change in the labour force growth in the region.

- Estimated population was 81,234 as of July 1, 2012. Not an all-time high but positive growth since 2007 (coincides with the growth of the Bakken Oil Field).
- Positive population growth of 3,920 since 2007 due to higher immigration and positive interprovincial migration. Net flow: +4,345 past 6 years vs. -3,212 preceding 6 years.
- In 2012, population gain of 788 due to large gain of 673 for net interprovincial migration.
- The population growth rate from 2011-2012 was the fourth highest among regions.
- 2007-2012: population up 3,920, averaging 784 people per year. Growth due to net interprovincial migration (+2,756), net international migration (+1,118) and natural increase (+944). Net population flow from other regions declined (-898).
- Inter-provincial migration most important component of population growth.

Labour Market Trends

- Strong performance in labour market with varying years of all-time highs for labour force, employment and full-time employment. During 5-year period from 2007-2012:
 - 2012: population (15+) of 61,500 with 44,600 in labour force, 43,600 employed and 1,100 unemployed.
 - Population up 2,600 with 3,800 more in labour force, pulling in 1,200 who previously stayed out of labour force (were not available/not wanting for work).
 - Employment growth of 9.5%, second highest among regions and well above provincial average of 6.5%.
 - Employment up 3,800, with shift to full-time (+4,300) from part-time (-400).
 - Slight 0.8% job growth for 25-54 but strong growth (57.8%) for 55+ with 3,700 more working (employment rate up 15.5 points), and 65+ (52.6%) with 1,000 more working (employment rate up 9.6 points).
 - Youth population up 500 with 300 fewer working and 700 more staying out of labour force.
 - Unemployment unchanged and unemployment rate averaged 3.1%.
 - Employment change by industry – goods-producing jobs up 12.7% mainly in Agriculture. Service jobs up 7.7% with largest gains in Transportation & Warehousing and Educational Services.
 - Employment change by occupation – largest gains in Trades related, Social Science, Education, Gov't Service & Religion and Primary Industry with significant decline in Management occupations.

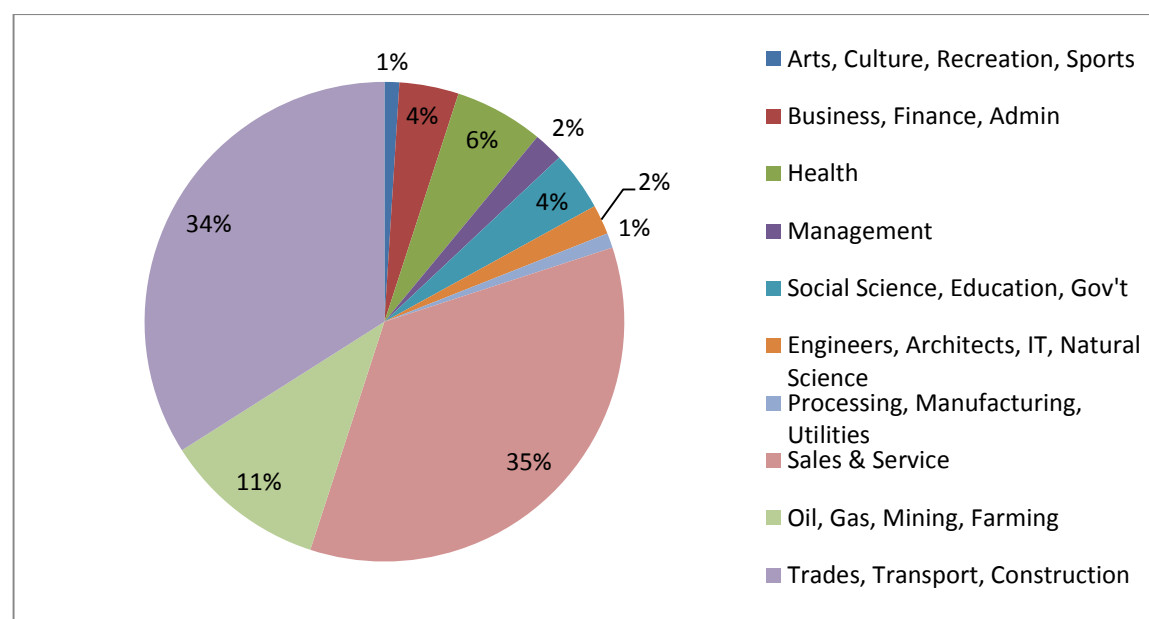
Tighter Labour Market (2007-2012 trend)

- Southeast Saskatchewan had the lowest unemployment rate in Canada. The most recent stats reporting as of February 2014 show a 1.46% regional rate.
- Highest job vacancy rates for Natural & Applied Sciences (6.3%), Art, Culture, Recreation & Sport (4.3%) and Management (4.0%) occupations.
- Highest annual job vacancy rate increases for Management (+1.3 points), Trades (+1.1) and Sales & Service (+0.9) occupations. Higher rates suggest increased hiring difficulties.
- Lowest unemployment rate (2.5%) among regions and second lowest unemployment-to-job vacancies ratio of 0.9 (equates to less than one unemployed person for every job opportunity).
- Labour market conditions tightened with declines in unemployment rate and unemployment-to-job vacancies ratio from 2011 (due to fewer unemployed and more vacancies).

Growing Labour Demand

- March 6, 2014 job posting in the region were approximately 1,600 – 1,090 Estevan area; 465 Weyburn area; and 50 in the Assiniboia area.
- Monthly job postings up year-over-year throughout 2011 and 2012 (Jan-Oct); elevated above 1,400 postings since July; monthly postings averaged 1,411 in 2012 up 27% from 2011.
- Greater demand for higher-skilled jobs (54%) vs. lower-skilled jobs (46%):
 - Higher-skilled jobs – 12% require management; 15% university degree; 73% PS certificate/diploma/ apprenticeship
 - Lower-skilled jobs – 76% require high school completion; 24% less than high school
- From 2007 – 2012 - demand mostly for jobs in Sales & Service (24%), Trades, Transportation & Equipment Operators (30%) and Business, Finance & Administration (13%). Top 3 occupations most in demand (volume based) – truck drivers, sales representatives-wholesale trade and heavy-duty equipment mechanics.

Figure 1: Regional Jobs Listed by Category on SaskJobs.ca March 5, 2014



Labour Market Demand Trends (2007-1012)

- Top 3 occupations most in demand (volume based) – truck drivers, sales representatives-wholesale trade, and heavy-duty equipment mechanics.
- When comparing regional share of provincial labour force (7.9%) in 2011, disproportionately higher share of job postings in 2012 YTD in:
 - Primary Industry occupations with post-secondary certificate/diploma (15.8% of SK postings) and with high school/on-the job training (13.8% of SK postings)
 - Manufacturing and Utilities with post-secondary certificate/diploma (10.5% of SK postings)
- Certificate/Diploma jobs most in demand – heavy duty equipment mechanics, cooks, carpenters, automotive service technicians, oil and gas drillers, electricians.

The Impact of the Bakken Oil Field

The Bakken Formation located in the 600,000 square-kilometer Williston Basin, cuts across three U.S. states and two Canadian provinces and contains hundreds of billions of barrels of oil. Activity in the region is generating huge injections of jobs, capital and consumer spending into parts of the Prairies that were largely bypassed in previous energy booms.

Although a significant engine of growth, economic activity in the southeast region of the province has led to a chronic shortage of reasonably priced housing. This, in turn, has resulted in a number of employers facing unfilled positions because workers are unable to find affordable priced accommodations and post-secondary educational institutions are operating under capacity as students cannot find adequate student accommodations.

Provincial Impacts	2008	2009	2010	2011	2012
Employment (Positions)	7,687	6,543	7,551	8,136	8,622
Gross Domestic Product (\$M)	4,418.4	2,876.1	3,978.6	4,626.2	4,656.6
Labour Income (\$M)	416.9	383.9	446.3	484.1	525.3
Provincial Gov't Revenues (\$M)	894.2	714.2	755.0	861.8	763.7

- Over the course of 2008-2012, The Bakken Formation contributed significantly to the Saskatchewan economy in millions of current dollars and jobs (all impacts are incremental over the base case or “No Bakken Formation” Scenario).
- The impact of the Bakken has also created a housing accessibility and affordability issue in Estevan, contributing to over 1,000 unfilled jobs.
- Unfilled positions, due to employees unable to find adequate housing, have a negative impact on productivity. Assuming that the approximate 1,100 currently vacant positions in the Estevan area were filled, this would have the following estimated impacts on the provincial and regional economies:

	Provincial Productivity Impacts	Regional Productivity Impacts
Employment (Positions)	2,308	1,626
Gross Domestic Product (\$M)	391.3	348.7
Labour Income (\$M)	109.8	91.9
Provincial Gov't Revenues (\$M)	29.0	24.6
Federal Gov't Revenues (\$M)	41.5	35.5

- The power (utility) sector is growing and changing based on oil production and advancing of a provincial clean coal strategy. Workers for this sector will be required during related construction and operational phases. The \$1.2 Billion dollar expansion of the Boundary Dam power complex will generate the need for about 500 full-time equivalent jobs over the short term.

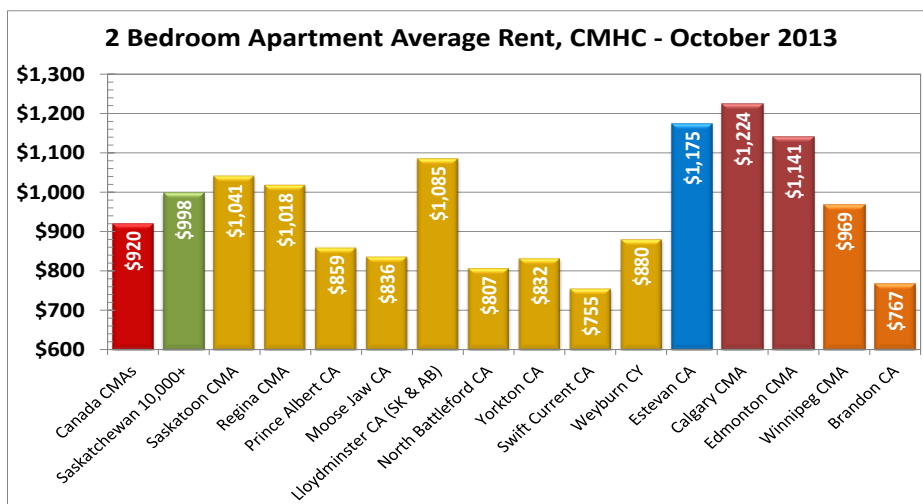
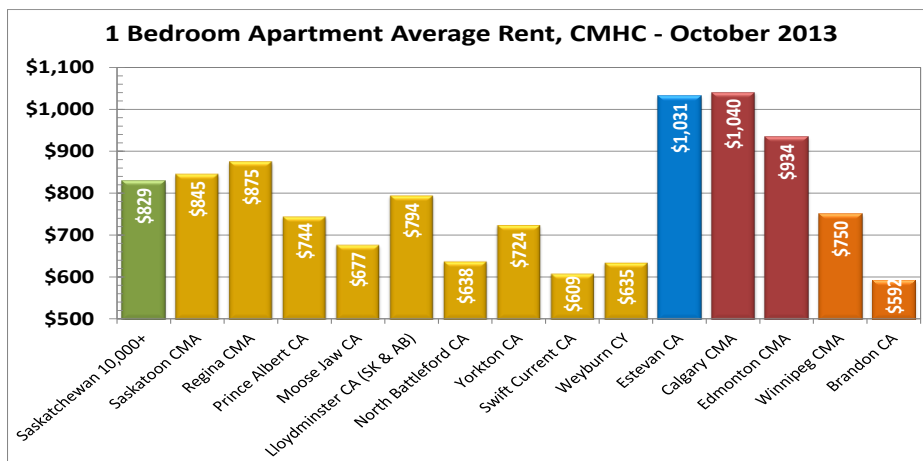
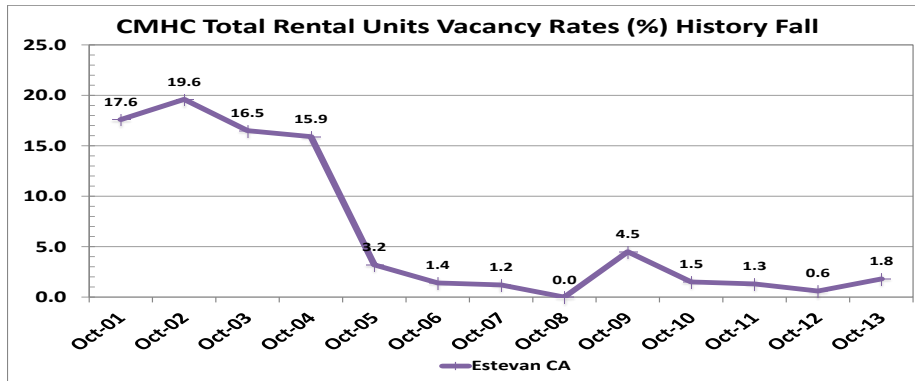
Estevan Affordable Housing

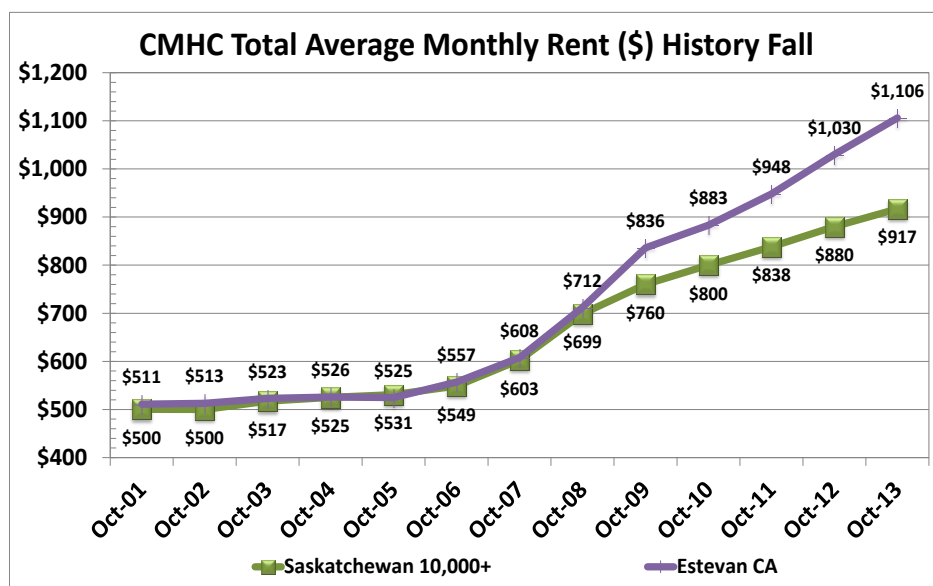
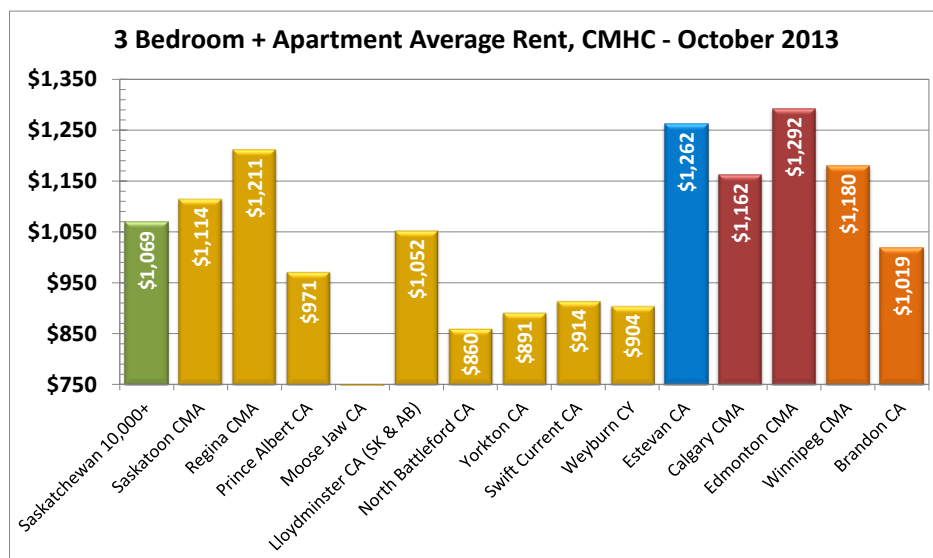
- In 2013-14, the College undertook an Estevan housing market assessment in order to identify and confirm an acute housing shortage in the City. The results of this study concluded:
 1. There is a strong need for additional housing and rental housing in Estevan over the next 10 years with a further 200 to 400 rental market units needed.
 2. Apartment rental rates in Estevan are consistently among the highest in Saskatchewan due to the low vacancy rates.
 3. There is a strong need for student housing in Estevan currently and into the future.

Southeast Regional College

2014-15 Business Plan

- The charts below depict housing accessibility and affordability in Estevan:





If the College is successful in addressing the affordable housing issues in Estevan, it will be better able to:

1. Develop and implement new programming options
2. Provide affordable accommodations for learners
3. Deliver trained learners for jobs that exist
4. Maximize and optimize the Saskatchewan Energy Training Institute

If business/industry partner with the College and help create more affordable community housing options, then the private sector will be better able to:

1. Fill some of the over 1,100 vacant jobs that exist today in the Estevan area
 2. Attract skilled labour from outside the region
 3. Manage workforce succession planning
 4. Increase productivity and growth
- The College will continue pursuing the affordable housing project in 2014-15 in order to help address a key risk area.

Program Plan

Overview

- As strategic and programmatic planning develops during 2014-15, the following opportunities will be explored:
 - ✓ University programming, including working with FNUC to deliver university preparation programs to enhance success rates for First Nations learners wanting to enter university.
 - ✓ BCTC Level II
 - ✓ New trades offerings – Heavy Equipment and Truck and Transport Technician, 3rd Class Power Engineer. The College will also begin investigating carpentry, automotive technician and primary care paramedic programming.
 - ✓ Expansion of EAL programming in the region
 - ✓ Increased focus on First Nations programming
 - ✓ Level II apprenticeship training in electrical in Estevan
 - ✓ Enhanced partnership with Enform to deliver additional industry credit programs for the energy sector
 - ✓ Development and deliver an Oil and Gas Rig Worker program
- Trends and opportunities throughout the region include:
 - The College has seen a significant increase in uptake of leadership training
 - There has been an increase in interest and registrations in the College's skid car training
 - Trades and industrial disciplines such as power engineer and electrical continue to be in high demand and there is a labour market need. Learning centers for 3rd Class Power Engineering will be explored
 - English as Another Language classes continue to be in high demand, and the College has even witnessed a number of EAL students transition to ABE programs.
 - Strong potential for Level II apprenticeship training in electrical in Estevan.
 - Programming on First Nations continues to be a focus, and a potential partnership with FNUC is being discussed to offer programming at the Whitewood campus.

Southeast Regional College

2014-15 Business Plan

Program Plan Chart

Student Information System (SIS) Definitions	# of Full Load Equivalents (FLE's) in 2012-13	Total Students in 2012-13	Projected # of FLE's in 2013-14	Total Projected Students in 2013-14	Projected # of FLEs for 2014-15	Projected Total Students in 2014-15
Basic Education Credit	175.96	281	169.65	229	178	238 ¹
Basic Education Non Credit	35.79	269 ²	46.34	295 ²	45	325
Sub Total	211.75	848	215.99	462	233	493
Skills Training						
Institute Credit	213.67	514	163	704	145	640 ³
Industry Credit	220.92	5431	252	6000	275	6600 ⁴
Non Credit	19.73	1258	15	890	17	1000
Sub Total	454.32	7203	430	7594	437	8240
University Credit	13.7	41	5.1	31	5	30
Total	679.77	8092	651.09	8087	675	8763

¹BE Credit – Projected # of FLE's for 14/15 is based on potential programs planned for 14/15

²There was an error in reporting in 2012-13 and the numbers have been adjusted to accurately reflect students.

³Skills Training – Institute Credit - The difference in Institute credit numbers of students and FLE's is a result of more students enrolled part time vs. full time.

⁴Industry credit – Projections for 2014/15 are based on a 10% increase

Southeast Regional College

2014-15 Business Plan

STA Program Plan for 2014-2015

Program Name	Location	Start Date	End Date	# of Days	Cap	Projected Funding Source	Total Course Cost	Brief Rationale for Program
Electrical	Moosomin	09/22/14	02/19/15	100	12	\$29,535 Tuition \$93,450 STA	\$122,975	High labour market & Learner demand. Established program, strategic priority.
Electrical	Estevan	10/06/14	03/05/15	100	12	\$29,535 Tuition \$79,584 STA	\$109,119	High labour market & learner demand. Established program, strategic priority.
CCA	Whitewood	09/29/14	05/08/15	150	15	\$34,100 Tuition \$102,500 STA	\$136,600	Labour demand request from Sun Country Health Region, & learner demand.
Power Engineering	Estevan	08/18/14	05/07/15	180	12	\$52,680 Tuition \$145,281 STA	\$197,961	High labour market & Learner demand. SK Power hires all willing graduates.
Hairstylist Carry Over Hairstylist	Weyburn	07/01/14	09/27/14	63	10	\$12,000 Tuition \$19,130 STA	\$31,130	Carry over from 2013-14
	Weyburn	10/27/14	10/01/15	225	10	\$53,000 Tuition \$90,821 STA	\$143,821	High labour market & learner demand. Established program & shop.
CCA	Weyburn	10/27/14	06/05/15	150	15	\$34,100 Tuition \$90,278 STA	\$124,378	Sun Country identified need in local area with high retirements. High learner demand.
Practical Nursing	Weyburn	10/06/14	04/18/16	225	14	\$52,500 Tuition \$208,764 STA	\$261,264	High alignment with Government & College Strategic priorities. High learner demand.
Heavy Duty Mechanic Truck & Transport	Estevan	11/17/17	05/08/15	115	10	\$49,120 Tuition \$178,764 STA	\$227,884	High labour market demand. Within the top 3 demand occupations.
Office Education	Moosomin	10/14/14	06/05/15	165	12	\$35,370 Tuition \$97,780 STA	\$133,150	Moderate labour market need. High alignment with Gov't and College strategic priorities.
Office Education	Estevan	10/27/14	06/26/15	165	15	\$35,500 Tuition \$91,962 STA	\$127,462	Moderate labour market need. High alignment with Gov't and College strategic priorities.
TOTAL				1,498	137	\$417,440 Tuition \$1,198,314 STA	\$1,615,754	

Southeast Regional College
2014-15 Business Plan

Adult Basic Education Program Management Form 2014-2015

Program Name	Location	Partners	Start Date	End Date	Seat Capacity	Program Course Days	Total # of Days Learners in Attendance	Total Program Cost Funded by ECON	Cost/ Training Day
Level 3	Weyburn		Sept 02/14	May 22/15	15	130	1950	\$67,370	\$518
Level 4	Weyburn		Sept 02/14	May 22/15	15	130	1950	\$67,370	\$518
Level 3	Indian Head		Sept 02/14	May 22/15	15	130	1950	\$78,492	\$604
Level 4	Indian Head		Sept 02/14	May 22/15	15	130	1950	\$78,492	\$604
Level 3	Moosomin		Sept 02/14	May 22/15	15	130	1950	\$60,823	\$468
Level 4	Moosomin		Sept 02/14	May 22/15	15	130	1950	\$60,823	\$468
Level 3	Estevan		Sept 02/14	May 22/15	15	130	1950	\$64,683	\$498
Level 4	Estevan		Sept 02/14	May 22/15	15	130	1950	\$64,683	\$498
Level 3	Piapot Valley	PFN	Sept 02/14	May 22/15	7	130	910	\$32,697	\$252
Level 4	Piapot Valley	PFN	Sept 02/14	May 22/15	8	130	1040	\$32,697	\$252
Level 3	Piapot Urban	PFN	Sept 02/14	May 22/15	15	130	1950	\$69,675	\$536
Level 4	Piapot Urban	PFN	Sept 02/14	May 22/15	15	130	1950	\$69,675	\$536
Level 3	Kakhewistahaw	KFN	Sept 02/14	May 22/15	15	130	1950	\$69,008	\$531
Level 4	Kakhewistahaw	KFN	Sept 02/14	May 22/15	15	130	1950	\$71,532	\$550
Level 3	Ochapowace	OFN	Sept 02/14	May 22/15	7	130	910	\$30,776	\$237
Level 4	Ochapowace	OFN	Sept 02/14	May 22/15	8	130	1040	\$30,776	\$237
Level 2	Carry the Kettle	CTKFN	Sept 02/14	May 22/15	15	130	1950	\$95,000	\$731
TOTAL					225	2210	29,250	\$1,044,572	\$473/day

English as an Alternate Language programming 2014-2015

Program Name	Location	Partners	Start Date	End Date	Seat Capacity	Program Course Days	Total # of Days Learners in Attendance	Total Program Cost Funded by ECON	Cost/ Training Day
Stage 1 English	Estevan	CIC	Sept 21/14	Aug 22/15	40	80	3200	\$19,366	\$242
Stage 1 English	Weyburn	CIC	Sept 21/14	Aug 22/15	40	80	3200	\$19,514	\$244
Stage 1 English	Assiniboia	CIC	Sept 21/14	Aug 22/15	15	80	1200	\$10,648	\$133
Stage 1 English	Moosomin	CIC	Sept 21/14	Aug 22/15	20	80	1600	\$11,802	\$148
Stage 1 English	Ogema	CIC	Sept 21/14	Aug 22/15	20	80	1600	\$8,848	\$111
Stage 1 English	Oxbow	CIC	Sept 21/14	Aug 22/15	15	80	1200	\$8,657	\$108
Stage 1 English	Grenfell / Montmartre ¹	CIC	Sept 21/14	Aug 22/15	20	80	1600	\$8,508	\$106
TOTAL					170	560	11,440	\$87,343	\$156

¹new location

Program Changes

As part of Southeast College's efforts to ensure effective and efficient use of the annual Skills Training Allocation through the Ministry of Economy, the College implemented its Program Prioritization Framework for the 2014-15 academic year.

This Framework is meant to help optimize the funding entrusted to the College and help ensure that our decisions support government priorities, the labour market needs and student demands. This tool is helping the College make decisions by narrowing down program options by systematically comparing choices through the selection, weighing, and application of criteria. The intent is to provide the College with a logical, transparent, structured and objective approach to identify and determine the needs of our stakeholders and plan our activities accordingly.

The priority programs are listed in the STA Program Plan above. The process has also identified current programs that should be paused including:

Program	Location
Practical Nursing	Cowessess
4 th Class Power Engineering ¹	Assiniboia

¹Looking at implementing a Learning Centre Model to replace traditional delivery.

Southeast Regional College

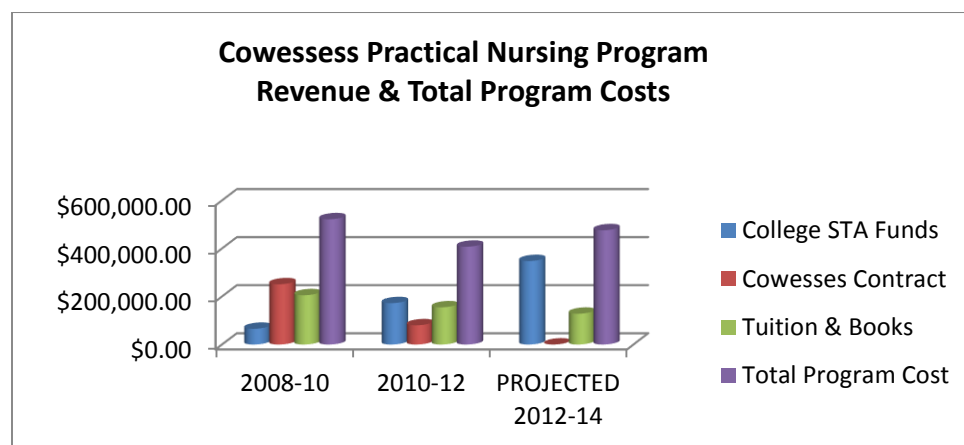
2014-15 Business Plan

Cowessess - Practical Nursing

The College is planning to pause the LPN program that has been delivered at Cowessess First Nation since 2008.

Background

- The program has been delivered since 2008 as a partnership between the College and Cowessess (who applied for and received a federal government grant to support the program). The federal government funding is no longer available.
- As identified in the chart below, funding for this program has shifted away from Cowessess and to the College over the years. The original intention of the program was to offer access to First Nations learners, which was the basis of Cowessess significant funding in the first year.



- The program has had 3 cohorts since beginning in 2008 with the following statistics:

Total Enrolment	Total First Nations Enrolment	% First Nations Enrolled	Total Graduates	Total First Nations Graduates	% First Nations Graduates
44	13	30%	35	9	26%

Rationale

- The College is pausing this program for a number of reasons including:
 1. Infrastructure concerns – there are significant infrastructure challenges that need to be overcome in order to provide adequate accommodations for this program at Cowessess including:
 - a. Unreliable heating/boiler;
 - b. Plumbing (lack of hot water and washroom facilities);
 - c. Rodent infestation (bats and mice);

- d. Information technology supports (connectivity and hardware); and
 - e. Flooding (due to 3 water main breaks in January)
 2. Cowesses representatives have identified that student demand is saturated.
 3. Unreliable Labour market data – The Ministry of Health’s information indicates that demand for LPN’s is low. The Regina Qu’Appelle Health Region chose not to share information on its LPN labour market needs for the area with the College. And finally, the RQHR is advertising to fill only 1 temporary LPN position in Wolsley.
 4. There were 15 programs that are of higher need in the region as per the results of the Program Prioritization Framework.
- Given the uncertainty of Cowessess’ ability to rectify these deficiencies and the saturation of the current student market, the College believes it is prudent to pause the program and allow sufficient time for the infrastructure issues to be addresses and to allow the student demand to increase.
 - Due to the uncertainty of reliable labour market information, the College needs to reevaluate LPN training for the TransCanada corridor going forward. According to the Ministry of Health:
 - ✓ Labour market data and forecasting suggests that the number of practical nurses in Saskatchewan over the past ten years (2002-2012) has been increasing both in absolute numbers and as a percentage of the population. Provincial supply of practical nurses is above labour market needs estimated for the next ten years.
 - ✓ In 2013/14 there were more than 200 annual practical nurse training seats in the province, offered through post-secondary institutions.
 - The Regina Qu’Appelle Heath Region is currently advertising only 1 LPN in a temporary position for Wolsley.
 - Combined, the infrastructure issues at Cowessess, the lack of reliable labour market data, and the low score the program received in the Prioritization Framework, the College is responsibly deciding to pause the program and take time to perform a proper assessment in order to ensure it has reliable evidence to inform decisions.
 - At the same time, the College is enhancing First Nations focused training by:
 - ✓ Pursuing a partnership with FNUC and First Nation’s to deliver university preparation courses;
 - ✓ Increase ABE supports to prepare learners for further post-secondary training;
 - ✓ Preparing/delivering hospitality industry programming to meet growing labour market needs in this sector;
 - ✓ Assessing if another Mining Essentials program should be delivered to support the mining sector’s labour market needs;
 - ✓ Targeting Essential Skills in the Workplace training to help prepare learners for labour market opportunities.
 - The College is planning to re-establish a First Nations and Metis committee to help identify and discuss post-secondary training opportunities.

Communication Messages

1. The College and Cowessess have enjoyed a successful partnership in delivering the LPN program since 2008.
2. Cowessess indicated that the local student demand for the program was saturated and there were infrastructure issues at the current program delivery location. These were key factors in the College's decision to pause the program for the upcoming academic year.
3. The College will continue to work to identify and implement programming that is accessible to First Nations and provide an environment for success.
4. The College is planning to investigate working with First Nations University to deliver university preparation courses in order to enhance learner success as they transition to university. Cowessess has already expressed an interest in this type of programming.

Communication Activities

- January 9 and February 25, 2014 – The College provided correspondence to Cowessess First Nation indicating the decision to pause the program given the significant infrastructure issues and the saturation of local student demand. (no reply received)
- April 2, 2014 – the College provided correspondence to Don McMorris, MLA, Indian Head and Don Toth, MLA, Moosomin indicating the College's decision and rationale.

Aboriginal Access and Transition program

- The College is planning to engage with First Nations University of Canada to deliver an Aboriginal Access and Transition Program.

Background

- Statistics on Saskatchewan high school completion rates indicate that 33 percent of Aboriginal students starting grade 10 successfully complete grade twelve in 3 years and only 49 percent complete grade 12 in 5 or more years.
- In addition, Saskatchewan Advanced Education has pointed out that 45 percent of Aboriginal youth ages 15 to 24 are neither working or in school.
- Aboriginal student retention rates in post-secondary institutions and particularly university programs is alarming with a range of 35 to 75 percent.
- Studies show that on average Aboriginal post-secondary student retention rates are fifty percent lower than the Canadian average. These studies also identify a wide range of barriers that prevent Aboriginal students from achieving a successful post-secondary experience.
- More recent studies indicate that Aboriginal students are academically 'ill-prepared' for post-secondary education.

Rationale

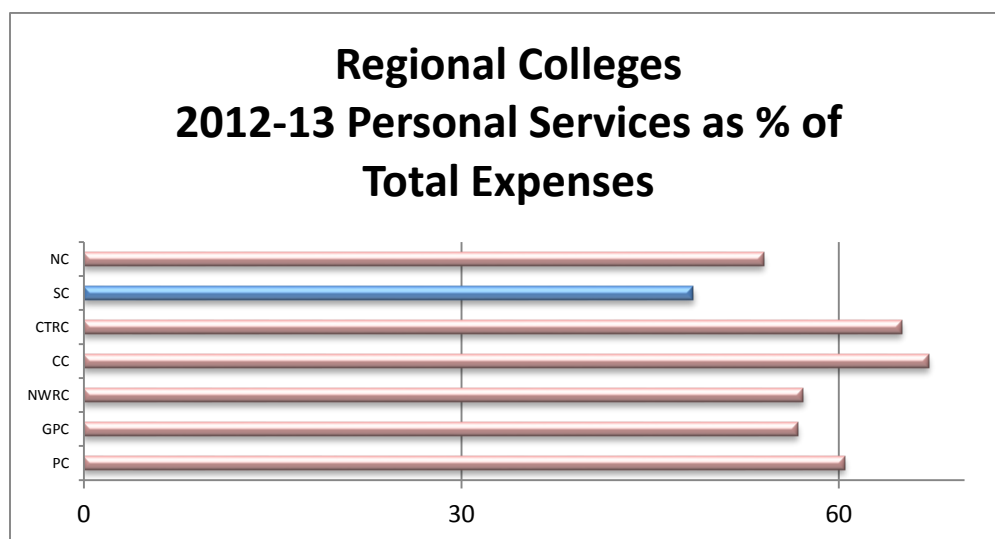
- The First Nations University of Canada has developed a post-secondary access and transition program called – Indigenous Access and Transition Certificate (IATEC) program specifically aimed at increasing Aboriginal student success.
- This 30 credit hour certificate program is designed to provide Aboriginal students with access to post-secondary programs by including the necessary pre-requisites for admission, while preparing students for a successful post-secondary experience.
- Students who successfully complete IATEC will meet the admission requirements for most post-secondary programs including university and technical/trades.
- One huge advantage of IATEC is in the flexibility to allow the program design to target industry needs. For example the IATEC includes Biology with the flexibility to also include Chemistry which would then give students the prerequisite to be admitted to Nursing. Physics can also be offered which would allow students to pursue educational opportunities in engineering.
- Transitioning is seen in the gradual introduction of higher learning and preparatory strategies; for example writing and mathematics skills are introduced (RDWT 120, AMTH 091) which prepares students for university level courses (ENGL 100, MATH 101).
- Personal and cultural support are also built into the program with a 3 credit hour course (ISW 377) in traditional self-healing. This course helps student to identify potential impediments and identify strategies to address these.
- Student success seminars are a mandatory component of the program providing students the necessary skills to make them successful post-secondary students.
- The College would like to partner with FNUniv to expand the delivery of the IATEC programs to First Nations communities served by SRC. In 2013 SRC brought together FNMI educational partners and communities where the need for this program was expressed and the desire to proceed with programming.

Human Resources

- As Southeast College moves towards a unified strategic alignment, the HR function for the 2014 – 15 year will center on providing the framework to support increased communication, enhanced capabilities and heightened accountability throughout the region.
- While recruitment and retention remains manageable, challenges continue in staffing temporary, out-of-scope, and instructor vacancies.
 - ✓ Weyburn residents enjoy the third highest income rates in Saskatchewan, 16% higher than the national average.¹ Regional family units are more sustainable with one primary income earner than in recent years due to increased earnings. This has diminished typical recruitment pools for temporary positions which has historically attracted secondary household income earners.

¹ 2012 Weyburn Retail Analysis, NUGRU Consulting

- ✓ Southeast Saskatchewan had the lowest unemployment rate in Canada. The most recent stats reporting as of February 2014 show a 1.46% regional rate.²
 - ✓ Senior managers both in and out of scope, are vulnerable to private sector resources that satisfy the employment expectations of the potential candidate pool and heighten the need to elevate training and development opportunities for career growth within the organization.
 - ✓ Lack of suitable housing in the Estevan region limits candidate attraction for out of region employees and instructors.
- These factors combined have, in part, resulted in Southeast College showing one of the lowest personal services to total expense ratios across all Regional Colleges in recent history.



- The launch of a re-aligned organizational model in spring 2014 will increase overall FTE count by 4.8 over the 2013-15 fiscal years towards optimized operations and increasing the capability to capitalize on new opportunities.

² LaCharite, J (2014, Feb. 12). Job Numbers Show Weyburn's Strong Economy. Discover Weyburn. Retrieved from http://www.discoverweyburn.com/index.php?option=com_content&task=view&id=25899&Itemid=330

Strategic Development

- Develop and define a new fundraising brand in order to consolidate College activities and streamline donor interaction.
- Define SETI value proposition and develop plan to pursue major gifts/partnerships by providing naming rights for the facility.
- Identify and activate scholarship donors to maximize the Ministry of Advanced Education's SIOS matching program.
- Match fundraising initiatives with relevant industry sectors/partners/donors to accomplish specific goals for equipment purchases and program supports.
- Encourage industry partners to participate financially in programs that benefit their operations.
- Grow donors into benefactors by engaging them and involving them within College initiatives.
- Develop a Legacy Giving program to provide the College as an option for potential donors.
- Continue to grow the Swing for Scholarships golf tournaments.

Information Technology

- SRC continues to be faced with numerous challenges around managing information security, providing a consistent, stable infrastructure, and tools to support our instructors and students in learning.
- This year the College will be renewing its infrastructure by refreshing its production server hardware. To extend the life of the existing equipment the College plans to repurpose it to be a backup and disaster recovery site.
- An IT Information Security Management System will be executed from existing business policy, industry standards and best practices. This project will begin with an internal audit against several Control Objectives such as:
 - Information security policies;
 - Organization of information security;
 - HR security;
 - Asset management;
 - Information classification;
 - Access control;
 - User access management;
 - Cryptography, Physical and environmental security;
 - Operations security;
 - Communications security;
 - System acquisition, development and maintenance;
 - Supplier relationships;
 - Information security incident management; and
 - Information security aspects of business continuity management, and Compliance.
- Of these Control Objectives, 120 controls will be reviewed and if applicable evaluate/establish policies.
- SRC will continue to focus on education technology and how it pertains to instructors, course delivery options and increased use of technology in the classroom. The College plans to investigate a learner management system while continuing to focus on instructor/student needs for technology and work to provide solutions and training that will enhance the student experience.

Facilities and Capital

- Southeast Regional College (SRC) will strive to provide a learning and work environment that is appealing, safe and healthy for all of our clients and for our staff.
- The Indian Head campus continues to receive annual tests and monitoring for soil and ground water contamination due to a pre-existing issue with the building site. The 2013 cost of this monitoring was \$3,712, a rate that is expected to remain fairly consistent in the future. Approximately \$33,300 remains of funds previously advanced by the Ministry and the SRC will continue with the monitoring.
- The SETI Campus has numerous current and future projects including:
 - interior signage and office storage (est - \$11K);
 - finishing landscaping (est – \$2K);
 - security cameras (est - \$2.5K).
- Future plans include:
 - installation of a security/safety system (est - \$30K);
 - exterior signage to replace the temporary banner currently in use (est - \$25K);
 - replacement of classroom and office locks to facilitate lock-down procedures (est - \$10K).
 - The Heavy Equipment Truck Transport class proposed to commence in late 2014/early 2015 may require the purchase or lease of either a forklift or skid steer for material handling. The skid steer is preferred as it would also be used for landscaping and snow removal (est - \$60K).
- Most building systems at SETI are off of warranty as of October 2014 and maintenance costs are expected to increase.
- SETI heating/cooling system is experiencing leaks and corrosion problems that are premature for a 2 year old building. The apparent cause of the corrosion/leaks is elevated corrosive elements in the water/glycol mix used in the system. The condition of the air handling unit coils and all copper and brass components in the entire heating/chilling system has deteriorated significantly and will need to be addressed in order to enhance the life expectancy of the system. The College has requested a detailed assessment of the units and options for resolution in order to determine an approach to dealing with the issue. The College has hired Energy Guard Water Technologies in Regina to advise on the proper course of testing and rectification of the damage. Testing is ongoing and may cost up to \$10K.
- Paving of the SETI Parking lot remains a priority. The paving project was tendered in September 2013, with a cost of \$630,000 for preparation and paving. Curb installation/modification, lighting changes and catch basin installation add another \$70,000 for a total cost of \$700,000. The curb modifications and lighting changes would accommodate the use of SRC's skid car for training in Estevan.
- The joint-use facility in Weyburn between the College and Southeast Cornerstone School Division (SECPD) is underway. As of March 2014 Quorex is more than 7 months behind on Contract 1 of the project – the SRC portion is Contract 2. The estimated completion date is between July 2015 (Quorex) and February 2016 (SECPD).
- Indian Head Campus requires some repairs/modifications to the roof and eavestroughs. Snow and ice sliding off the metal roof have damaged the eavestroughs and is a safety concern due to the possibility of someone being struck by the ice coming down. Replacing the eavestroughs and installing snow guards to the roof should rectify the situation. (est. - \$7K)

Southeast Regional College

2014-15 Business Plan

Facilities Owned, Rented and Leased

<u>Facility</u>	<u>Location</u>	<u>Owned/Leased/Rented</u>	<u>Leaser Name</u>	<u>Notes</u>	<u>Lease/rental expiry date</u>	<u>Monthly cost GST inc.</u>	<u>Annual cost GST inc.</u>
Assiniboia Campus	201-3 rd Ave. W. Assiniboia	Rented	Assiniboia Civic Improvement Association	Currently month to month	June 30/2012	\$1,585	\$19,020
Indian Head Campus	708 Otterloo St. Indian Head	Owned	n/a		n/a	n/a	n/a
Moosomin Campus	610 Park Ave. Moosomin	Leased	Stand Up Construction Inc.	10% increase July 1, 2015	June 30/2020	\$9,016	\$108,192
Moosomin ABE EAL expansion	502 Park Ave. Moosomin	Rented	Parkland Ind.	1 year agreement	July 31/2014	\$1,230	\$14,760
Moosomin Parking lot	610 Park Ave. Moosomin	Leased	Stand Up Construction Inc.	10 year lease	June 30/2020	\$525	\$6,300
SETI	532 Bourquin Rd. Estevan	Owned	n/a		n/a	n/a	n/a
Weyburn Admin	#8- 4 th St. Weyburn	Rented	Osler Investments Ltd.	1 year agreement	Aug. 31/2015	\$5975	\$71,700
Weyburn Admin parking lot	315 Railway Ave. Weyburn	Rented	Blair Pateman	Landlord wishes to remove the maintenance costs from the rental agreement so as to be guaranteed a set yearly rental amount. Likely \$1000.00/ year + maintenance costs	Currently month to month	Currently \$150 month less maintenance costs.	Approximately \$3000
Weyburn Campus	110 Souris Ave. Weyburn	Leased	Weyburn Mall Ltd.		June 30/2015	14,822	\$177,864
Weyburn Hair Stylist Program	110 Souris Ave. Weyburn	Rented	Weyburn Mall Ltd.	Currently month to month	Currently month to month	\$1,776	\$21,312
Whitewood Campus	708-5 th Ave. Whitewood	Rented	Prairie Valley School Division	Currently month to month	Currently month to month	\$487	\$5,844
Total						\$35,656	\$421,682

Financial Overview

Part A Projected Business Plan Financial Statements and Key Assumptions

1. Projected Business Plan statements
 - See Appendix A through I
2. Key Assumptions
 - Salary increases included for instructional and non-instructional staff budgeted at 1.75% for the economic increase as per the Collective Agreement
 - Benefit rate is estimated at 16% of earnings
 - Contract programming has only been included where there is certainty of it occurring
 - In 2014/15 the College will continue to maximize the training programs and services funding as we offer programs in response to the labour market.
 - The budgeted operating expenditures for the Weyburn Campus Project are projected to be \$227,379 and will be funded by capital funding in our externally restricted operating surplus.

Part B Financial impacts of identifiable risks

1. Upside Risk

The 2014-15 projected business plan financial statements indicate a balanced budget. With an increase in 4.8 Full Time Equivalents to optimize the new organizational design, the College will be bolstered to meeting the labour market demands within our region.

If the programming activity continues to be strong in the industry sector it may be possible to see an increase in our enrollments to surpass the projected levels. We continue to work with the oil and gas companies to develop training programs to meet their needs.

As well, one of the key budget assumptions is that contract programming is not included unless there is a certainty it will incur. If we are able to run additional contract programs than originally planned, additional surpluses may be generated.
2. Downside Risk

While the college continues to improve its budgeting/forecasting processes and tends to budget on a conservative basis, fluctuations in the area's economy can have a negative effect on programming levels. With a large percentage of our projected revenues being driven by the oilfield sector, the adversities currently being experienced in this sector place the College at a potential risk as we rely heavily on this revenue to cover operating costs.

Part C Surplus Utilization/Deficit Management

Surplus Utilization

The College's Restricted Operating Surplus is projected to be at the following amounts at June 30, 2015:

1. *Indian Head Facility Fund - \$29,322*
Restricted by the Ministry of Advanced Education for annual soil contamination testing on site.
2. *Weyburn Campus Project Fund - \$1,863,853*
Restricted by the Ministry of Advanced Education for the development and construction of the new Weyburn Campus.
3. *Asset Renewal and Revitalization Fund - \$454,680*
This fund supports the College in providing sound stewardship of the capital assets entrusted to it by the public. Specifically this fund is designed around the stewardship and coordination of three components of College capital assets including but not limited to facilities, vehicles, information technology, and equipment/furniture:
 - a. Capital projects addressing critical infrastructure issues;
 - b. Renewal and revitalization of key assets; and
 - c. Ongoing cyclical renewal of capital assets.
4. *Building Code Training for Canadians (BCTC) Fund - \$40,000*
To redevelop the BCTC curriculum.
5. *Research and Development Fund - \$85,000*
To finance research and development projects. Tentative R&D includes: Student satisfaction survey, Public awareness survey, Performance analysis, and Curriculum & Program development.

As per the Ministry of Advanced Education, unrestricted operating surplus may total up to 3% of the total operating budget in order to provide the College flexibility to respond to unforeseen issues which the College will maintain.

Deficit Management

If the College is unable to achieve the projected surplus, the deficit will be offset using available accumulated surplus/internally restricted reserves. However, the programming revenues will be monitored monthly along with the administrative and facility budgets. A complete review will continued to be performed at each trimester (October and February).

2014-15 Business Plan Appendices

APPENDIX A

Statement 1

Southeast Regional College
PROJECTED Consolidated Statement of Financial Position
as at June 30, 2015

	Projected 2015	Estimated 2014
Financial Assets		
Cash and cash equivalents	\$ 3,683,614	\$ 2,955,219
Accounts receivable	1,103,183	1,148,183
Inventories for resale	59,408	60,908
Portfolio investments	-	-
Total Financial Assets	<u>4,846,205</u>	<u>4,164,310</u>
Liabilities		
Bank indebtedness	-	-
Accrued salaries and benefits	202,208	177,208
Accounts payable and accrued liabilities	1,009,736	972,538
Deferred revenue	88,525	87,602
Liability for employee future benefits	104,800	104,800
Long-term debt	-	-
Total Financial Assets	<u>1,405,268</u>	<u>1,342,148</u>
Net Financial Assets (Net Debt)	<u>3,440,936</u>	<u>2,822,162</u>
Non-Financial Assets		
Tangible capital assets	14,354,485	15,174,603
Inventory of supplies for consumption	-	-
Prepaid expenses	91,446	91,446
Total Non-Financial Assets	<u>14,445,932</u>	<u>15,266,050</u>
Accumulated Surplus	<u>\$ 17,886,868</u>	<u>\$ 18,088,211</u>
Accumulated Surplus is comprised of:		
Accumulated surplus from operations	\$ 17,886,868	\$ 18,088,211
Accumulated remeasurement gains and losses	-	-
Total Accumulated Surplus	<u>\$ 17,886,868</u>	<u>\$ 18,088,211</u>

APPENDIX B

Statement 2

**Southeast Regional College
PROJECTED Consolidated Statement of Operations and Accumulated Surplus (Deficit)
for the year ended June 30, 2015**

	Projected 2015	Estimated 2014
Revenues (Schedule 1)		
Provincial government		
Grants	\$ 6,928,221	\$ 6,896,436
Other	201,572	435,560
Federal government		
Grants	119,077	82,804
Other	-	-
Other revenue		
Administrative recoveries	-	-
Contracts	42,900	62,024
Interest	21,600	23,906
Rents	32,405	21,070
Resale items	465,385	392,960
Tuition	2,849,193	2,727,546
Donations	100,000	27,817
Other	25,670	35,497
Total revenues	<u>10,786,022</u>	<u>10,705,619</u>
Expenses (Schedule 2)		
General	5,460,879	5,239,063
Skills training	3,578,131	3,303,010
Basic education	1,386,736	1,323,283
University	-	47,645
Services	296,181	496,335
Scholarships	265,439	105,309
Development	-	-
Student housing	-	-
Total expenses	<u>10,987,366</u>	<u>10,514,646</u>
Surplus (Deficit) for the Year from Operations	<u>(201,343)</u>	<u>190,973</u>
Accumulated Surplus (Deficit), Beginning of Year	<u>18,088,211</u>	<u>17,897,238</u>
Accumulated Surplus (Deficit), End of Year	<u><u>\$ 17,886,868</u></u>	<u><u>\$ 18,088,211</u></u>

APPENDIX C

Statement 3

**Southeast Regional College
PROJECTED Consolidated Statement of Remeasurement Gains and Losses
for the year ended June 30, 2015**

	Projected 2015	Estimated 2014
Accumulated Remeasurement Gains (Losses), Beginning of Year		
Adoption of financial instruments standard	\$	\$
Unrealized gains (losses) attributable to:		
Foreign exchange	-	-
Derivatives	-	-
Portfolio investments	-	-
Amounts reclassified to the statement of operations:		
Foreign exchange	-	-
Derivatives	-	-
Portfolio investments	-	-
Net remeasurement gains and (losses) for the year	-	-
Accumulated Remeasurement Gains (Losses), End of Year	\$	\$

APPENDIX D

Statement 4

Southeast Regional College
PROJECTED Consolidated Statement of Changes in Net Financial Assets (Net Debt)
as at June 30, 2015

	Projected 2015	Estimated 2014
Net Financial Assets (Net Debt), Beginning of Year	\$ 2,822,162	\$ 1,815,786
Surplus (Deficit) for the Year from Operations	(201,343)	190,973
Acquisition of tangible capital assets	(170,000)	(306,580)
Proceeds on disposal of tangible capital assets	-	-
Net loss (gain) on disposal of tangible capital assets	-	-
Write-down of tangible capital assets	-	-
Amortization of tangible capital assets	990,118	1,098,325
Acquisition of inventory of supplies for consumption	-	-
Acquisition of prepaid expenses	-	-
Consumption of supplies inventory	-	-
Use of prepaid expenses	-	23,658
Change in Net Financial Assets (Net Debt)	<u>618,774</u>	<u>1,006,376</u>
Net Financial Assets (Net Debt), End of Year	<u>\$ 3,440,936</u>	<u>\$ 2,822,162</u>

Southeast Regional College

2014-15 Business Plan

APPENDIX E

Statement 5

Southeast Regional College PROJECTED Consolidated Statement of Cash Flows for the year ended June 30, 2015

	Projected 2015	Estimated 2014
Operating Activities		
Surplus (deficit) for the year from operations	\$ (201,343)	\$ 190,973
Non-cash items included in surplus (deficit)		
Amortization of tangible capital assets	990,118	1,098,325
Net (gain) loss on disposal of tangible capital assets	-	-
Write-down of tangible capital assets	-	-
Changes in non-cash working capital		
Decrease (increase) in accounts receivable	45,000	(55,000)
Decrease (increase) in inventories for resale	1,500	(1,200)
Increase (decrease) in accrued salaries and benefits	25,000	(80,180)
Increase (decrease) in accounts payable and accrued liabilities	37,198	(554,993)
Increase (decrease) in deferred revenue	923	1,107
Decrease (increase) in inventory of supplies for consumption	-	-
Decrease (increase) in prepaid expenses	-	23,658
Cash Provided (Used) by Operating Activities	<u>898,395</u>	<u>622,690</u>
Capital Activities		
Cash used to acquire tangible capital assets	(170,000)	(306,580)
Proceeds on disposal of tangible capital assets	-	-
Cash Provided (Used) by Capital Activities	<u>(170,000)</u>	<u>(306,580)</u>
Investing Activities		
Cash used to acquire portfolio investments	-	-
Proceeds from disposal of portfolio investments	-	-
Cash Provided (Used) by Investing Activities	<u>-</u>	<u>-</u>
Financing Activities		
Proceeds from issuance of long-term debt	-	-
Repayment of long-term debt	-	-
Cash Provided (Used) by Financing Activities	<u>-</u>	<u>-</u>
Increase (Decrease) in Cash and Cash equivalents	728,395	316,110
Cash and Cash Equivalents, Beginning of Year	<u>2,955,219</u>	<u>2,639,109</u>
Cash and Cash Equivalents, End of Year	<u><u>\$ 3,683,614</u></u>	<u><u>\$ 2,955,219</u></u>
Represented on the Financial Statements as:		
Cash and cash equivalents	\$ 3,683,614	\$ 2,955,219
Bank indebtedness	-	-
Cash and Cash Equivalents, End of Year	<u><u>\$ 3,683,614</u></u>	<u><u>\$ 2,955,219</u></u>

Southeast Regional College

2014-15 Business Plan

APPENDIX F

Schedule 1

Southeast Regional College
PROJECTED Consolidated Schedule of Revenues and Expenses by Function
for the year ended June 30, 2015

	Projected 2015												Projected 2015	Estimated 2014
	General	Skills Training		Basic Education		Services		University	Scholarships	Development	Student Housing			
		Credit	Non-credit	Credit	Non-credit	Learner Support	Counsel					Credit		
Revenues (Schedule 2)														
Provincial government	\$ 4,521,500	\$ 1,245,634	\$ -	\$ 1,267,659	\$ -	\$ -	\$ 18,000	\$ -	\$ 77,000	\$ -	\$ -	\$ 7,129,793	\$ 7,331,996	
Federal government	-	-	-	119,077	-	-	-	-	-	-	-	\$ 119,077	82,804	
Other	80,975	3,067,695	288,483	-	-	-	-	-	100,000	-	-	\$ 3,537,152	3,290,819	
Total Revenues	4,602,475	4,313,329	288,483	1,386,736	-	-	18,000	-	177,000	-	-	10,786,022	10,705,619	
Expenses (Schedule 3)														
Agency contracts	(136,984)	1,257,916	82,473	4,000	-	-	18,000	-	-	-	-	1,225,406	1,416,439	
Amortization	990,118	-	-	-	-	-	-	-	-	-	-	990,118	1,098,325	
Equipment	23,175	213,438	4,900	6,216	-	-	-	-	5,130	-	-	252,859	184,101	
Facilities	460,966	115,805	3,210	88,838	-	-	-	-	-	-	-	668,819	701,185	
Information technology	102,834	31,376	-	41,664	-	-	-	-	-	-	-	175,874	181,146	
Operating	902,711	692,652	61,397	111,992	-	-	21,993	-	183,375	-	-	1,974,119	1,739,302	
Personal services	3,118,058	1,114,964	-	1,134,026	-	-	256,187	-	76,934	-	-	5,700,170	5,194,148	
Total Expenses	5,460,879	3,426,151	151,981	1,386,736	-	-	296,181	-	265,439	-	-	10,987,366	10,514,646	
Surplus (Deficit) for the year	\$ (858,404)	\$ 887,178	\$ 136,502	\$ -	\$ -	\$ -	\$ (278,181)	\$ -	\$ (88,439)	\$ -	\$ -	\$ (201,343)	\$ 190,973	

Southeast Regional College

2014-15 Business Plan

APPENDIX G

Schedule 2

Southeast Regional College PROJECTED Consolidated Schedule of Revenues by Function for the year ended June 30, 2015

	Projected 2015											Projected 2015	Estimated 2014
	General	Skills Training		Basic Education		Services		University	Scholarships	Development	Student Housing		
		Credit	Non-credit	Credit	Non-credit	Learner Support	Counsel						
Provincial Government													
Advanced Education/ Economy													
Operating grants	\$ 3,498,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,498,000	\$ 3,446,700
Program grants	-	1,245,634	-	1,267,659	-	-	-	-	-	-	-	2,513,293	2,429,736
Capital grants	1,020,000	-	-	-	-	-	-	-	-	-	-	1,020,000	1,020,000
	4,518,000	1,245,634	-	1,267,659	-	-	-	-	-	-	-	7,031,293	6,896,436
Contracts	-	-	-	-	-	-	18,000	-	-	-	-	18,000	-
Other	3,500	-	-	-	-	-	-	-	-	-	-	3,500	397,060
	3,500	-	-	-	-	-	18,000	-	-	-	-	21,500	397,060
Other provincial	-	-	-	-	-	-	-	-	77,000	-	-	77,000	38,500
Total Provincial	4,521,500	1,245,634	-	1,267,659	-	-	18,000	-	77,000	-	-	7,129,793	7,331,996
Federal Government													
Operating grants	-	-	-	-	-	-	-	-	-	-	-	-	-
Program grants	-	-	-	119,077	-	-	-	-	-	-	-	119,077	82,804
Capital grants	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	119,077	-	-	-	-	-	-	-	119,077	82,804
Other Federal	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Federal	-	-	-	119,077	-	-	-	-	-	-	-	119,077	82,804
Other Revenue													
Admin recovery	-	-	-	-	-	-	-	-	-	-	-	-	-
Contracts	-	18,200	24,700	-	-	-	-	-	-	-	-	42,900	62,024
Interest	21,600	-	-	-	-	-	-	-	-	-	-	21,600	23,906
Rents	32,405	-	-	-	-	-	-	-	-	-	-	32,405	21,070
Resale items	1,300	442,797	21,288	-	-	-	-	-	-	-	-	465,385	392,960
Tuitions	-	2,606,698	242,495	-	-	-	-	-	-	-	-	2,849,193	2,727,546
Donations	-	-	-	-	-	-	-	-	100,000	-	-	100,000	27,817
Other	25,670	-	-	-	-	-	-	-	-	-	-	25,670	35,497
Total Other	80,975	3,067,695	288,483	-	-	-	-	-	100,000	-	-	3,537,152	3,290,819
Total Revenues	\$ 4,602,475	\$ 4,313,329	\$ 288,483	\$ 1,386,736	\$ -	\$ -	\$ 18,000	\$ -	\$ 177,000	\$ -	\$ -	\$ 10,786,022	\$ 10,705,619

Southeast Regional College

2014-15 Business Plan

APPENDIX H

Schedule 3

Southeast Regional College
PROJECTED Consolidated Schedule of Expenses by Function
for the year ended June 30, 2015

	Projected 2015												Projected 2015	Estimated 2014
	General (Schedule 4)	Skills Training		Basic Education		Services		University	Scholarships	Development	Student Housing			
		Credit	Non-credit	Credit	Non-credit	Learner Support	Counsel							
Agency Contracts														
Contracts	\$ (136,984)	\$ 848,450	\$ 8,343	\$ 4,000	\$ -	\$ -	\$ 18,000	\$ -	\$ -	\$ -	\$ -	\$ 741,810	\$ 925,897	
Instructors	\$ -	409,466	74,130	-	-	-	-	-	-	-	-	483,596	490,541	
	(136,984)	1,257,916	82,473	4,000	-	-	18,000	-	-	-	-	1,225,406	1,416,439	
Amortization	990,118	-	-	-	-	-	-	-	-	-	-	990,118	1,098,325	
Equipment														
Equipment (non-capital)	11,525	65,000	100	250	-	-	-	-	-	-	-	76,875	16,275	
Rental	(15,200)	148,438	4,800	5,966	-	-	-	-	5,130	-	-	149,134	143,335	
Repairs and maintenance	26,850	-	-	-	-	-	-	-	-	-	-	26,850	24,491	
	23,175	213,438	4,900	6,216	-	-	-	-	5,130	-	-	252,859	184,101	
Facilities														
Building supplies	-	-	-	-	-	-	-	-	-	-	-	-	-	
Grounds	-	-	-	-	-	-	-	-	-	-	-	-	-	
Janitorial	-	-	-	-	-	-	-	-	-	-	-	-	-	
Rental	230,086	115,805	3,210	88,838	-	-	-	-	-	-	-	437,939	439,401	
Repairs & maintenance building:	123,750	-	-	-	-	-	-	-	-	-	-	123,750	164,753	
Utilities	107,130	-	-	-	-	-	-	-	-	-	-	107,130	97,031	
	460,966	115,805	3,210	88,838	-	-	-	-	-	-	-	668,819	701,185	
Information Technology														
Computer services	58,039	31,376	-	41,664	-	-	-	-	-	-	-	131,079	134,319	
Data communications	-	-	-	-	-	-	-	-	-	-	-	-	-	
Equipment (non-capital)	5,200	-	-	-	-	-	-	-	-	-	-	5,200	12,256	
Materials & supplies	1,950	-	-	-	-	-	-	-	-	-	-	1,950	1,474	
Rental	-	-	-	-	-	-	-	-	-	-	-	-	-	
Repairs & maintenance	876	-	-	-	-	-	-	-	-	-	-	876	2,400	
Softw are (non-capital)	36,769	-	-	-	-	-	-	-	-	-	-	36,769	30,698	
	102,834	31,376	-	41,664	-	-	-	-	-	-	-	175,874	181,146	
Operating														
Advertising	242,512	44,035	-	4,900	-	-	-	-	2,000	-	-	293,447	300,039	
Association fees & dues	35,820	1,820	-	-	-	-	-	-	-	-	-	37,640	58,062	
Bad debts	-	15,379	1,726	-	-	-	-	-	-	-	-	17,105	21,925	
Financial services	24,380	-	-	-	-	-	-	-	-	-	-	24,380	26,856	
In-service (includes PD)	110,250	-	-	3,485	-	-	-	-	-	-	-	113,735	82,619	
Insurance	71,255	-	-	-	-	-	-	-	-	-	-	71,255	71,067	
Materials & supplies	22,477	77,458	13,956	47,366	-	-	4,250	-	750	-	-	166,257	131,113	
Postage, freight & courier	55,812	13,005	179	795	-	-	300	-	-	-	-	70,092	70,076	
Printing & copying	44,685	11,000	-	22,440	-	-	-	-	1,000	-	-	79,125	68,816	
Professional services	101,245	-	-	-	-	-	-	-	-	-	-	101,245	185,382	
Resale items	1,300	405,450	20,513	-	-	-	-	-	-	-	-	427,263	348,325	
Subscriptions	1,466	-	-	-	-	-	-	-	-	-	-	1,466	1,401	
Telephone & fax	52,470	9,500	-	8,495	-	-	3,720	-	1,320	-	-	75,505	73,836	
Travel	109,193	115,005	25,023	22,511	-	-	13,723	-	1,305	-	-	286,760	179,484	
Other	29,845	-	-	2,000	-	-	-	-	177,000	-	-	208,845	120,301	
	902,711	692,652	61,397	111,992	-	-	21,993	-	183,375	-	-	1,974,119	1,739,302	
Personal Services														
Employee benefits	425,511	132,755	-	100,594	-	-	35,336	-	10,612	-	-	704,808	638,616	
Honoraria	23,650	-	-	800	-	-	-	-	-	-	-	24,450	51,215	
Salaries	2,659,447	898,642	-	969,378	-	-	220,851	-	66,323	-	-	4,814,641	4,499,812	
Other	9,450	83,567	-	63,254	-	-	-	-	-	-	-	156,272	4,505	
	3,118,058	1,114,964	-	1,134,026	-	-	256,187	-	76,934	-	-	5,700,170	5,194,148	
Total Expenses	\$ 5,460,879	\$ 3,426,151	\$ 151,981	\$ 1,386,736	\$ -	\$ -	\$ 296,181	\$ -	\$ 265,439	\$ -	\$ -	\$ 10,987,366	\$ 10,514,646	

Southeast Regional College

2014-15 Business Plan

APPENDIX I

Schedule 4

Southeast Regional College PROJECTED Consolidated Schedule of General Expenses by Functional Area for the year ended June 30, 2015

	Projected 2015 General				Projected	2014
	Governance	Operating and Administration	Facilities and Equipment	Information Technology	2015	Estimated
					Total	Total
Agency Contracts						
Contracts	\$ -	\$ (136,984)	\$ -	\$ -	\$ (136,984)	\$ (146,536)
Instructors	-	-	-	-	-	-
	-	(136,984)	-	-	(136,984)	(146,536)
Amortization	-	990,118	-	-	990,118	1,098,325
Equipment						
Equipment (non-capital)	-	10,325	1,200	-	11,525	15,425
Rental	-	(17,458)	-	2,258	(15,200)	(827)
Repairs and maintenance	-	20,750	6,100	-	26,850	24,491
	-	13,617	7,300	2,258	23,175	39,089
Facilities						
Building supplies	-	-	-	-	-	-
Grounds	-	-	-	-	-	-
Janitorial	-	-	-	-	-	-
Rental	300	315	229,471	-	230,086	258,982
Repairs & maintenance building	-	690	118,920	4,140	123,750	164,753
Utilities	-	-	107,130	-	107,130	97,031
	300	1,005	455,521	4,140	460,966	520,766
Information Technology						
Computer services	-	-	-	58,039	58,039	56,323
Data communications	-	-	-	-	-	-
Equipment (non-capital)	-	-	-	5,200	5,200	12,256
Materials & supplies	-	1,950	-	-	1,950	1,474
Rental	-	-	-	-	-	-
Repairs & maintenance	-	-	-	876	876	2,400
Software (non-capital)	-	-	-	36,769	36,769	30,698
	-	1,950	-	100,884	102,834	103,151
Operating						
Advertising	-	242,512	-	-	242,512	264,074
Association fees & dues	-	35,820	-	-	35,820	55,910
Bad debts	-	-	-	-	-	-
Financial services	-	24,260	-	120	24,380	26,856
In-service (includes PD)	8,325	101,925	-	-	110,250	75,178
Insurance	-	69,255	2,000	-	71,255	71,067
Materials & supplies	100	21,825	-	552	22,477	19,013
Postage, freight & courier	25	55,087	100	600	55,812	60,905
Printing & copying	-	44,685	-	-	44,685	39,053
Professional services	2,500	97,545	1,200	-	101,245	185,382
Resale items	-	1,300	-	-	1,300	128
Subscriptions	-	1,466	-	-	1,466	1,401
Telephone & fax	700	46,010	2,640	3,120	52,470	47,907
Travel	24,858	73,515	7,116	3,704	109,193	88,991
Other	10,800	19,045	-	-	29,845	47,514
	47,308	834,251	13,056	8,096	902,711	983,377
Personal Services						
Employee benefits	-	361,076	43,212	21,224	425,511	370,545
Honoraria	23,350	300	-	-	23,650	50,590
Salaries	-	2,256,723	270,075	132,649	2,659,447	2,273,896
Other	-	9,450	-	-	9,450	(54,141)
	23,350	2,627,549	313,287	153,873	3,118,058	2,640,891
Total General Expenses	\$ 70,958	\$ 4,331,506	\$ 789,164	\$ 269,251	\$ 5,460,879	\$ 5,239,063