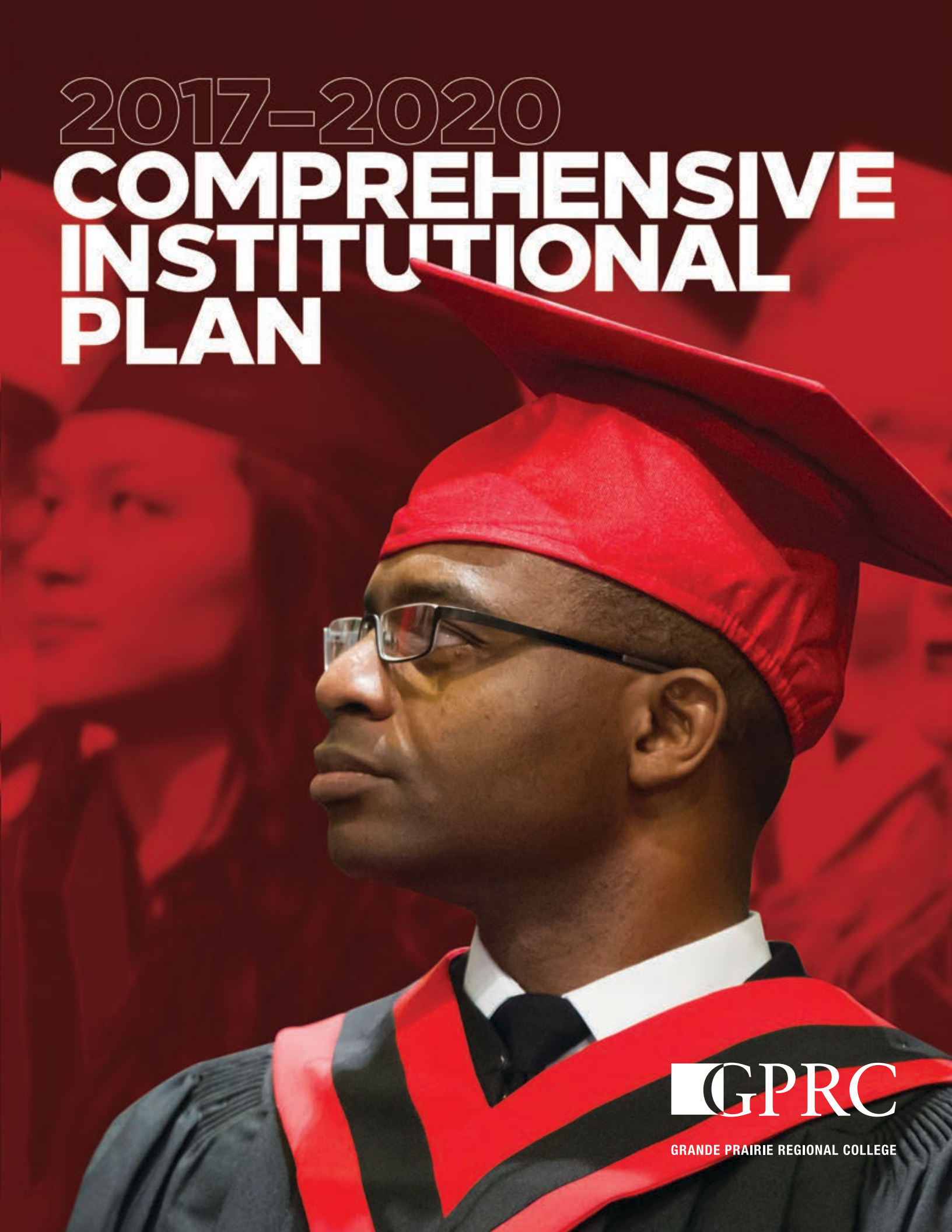


2017-2020 COMPREHENSIVE INSTITUTIONAL PLAN



 **GPRC**

GRANDE PRAIRIE REGIONAL COLLEGE

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Grande Prairie Region

EXECUTIVE SUMMARY

Grande Prairie Regional College (GPRC) is celebrating its 50th birthday! On May 27, 2017, students, staff, and dignitaries joined us in Grande Prairie for an evening “Celebrating Dreams”. GPRC is proud of its history of service to the citizens of the Peace Region and beyond. From certificates and trades, to diplomas and degrees, GPRC has provided an ever-expanding slate of post-secondary opportunities and community partnerships to the citizens of the Northwestern Alberta. GPRC was brought into being through the aspirational convictions and determination of regional leaders who knew it was time for a post-secondary institution in northwest Alberta.

Since 1966, GPRC has continued to create and develop programming and services that support and enable the citizens of its stewardship region to attain their educational goals. During this time, GPRC graduates have achieved great acclaim in myriad areas of society, including law, politics, medicine, science, trades, and the arts.

Under the banner of “ServiceSmart,” GPRC will continue its review and revision of all business processes, institutional policies, human resources processes, and information technology.

The attainment of further degree completion opportunities at GPRC remains a high priority for leaders and citizens of our stewardship region; families and learners want to know that degree completion programs exist at GPRC and that such programs will be both sustained and focused on the unique needs of the region.

The expansion of applied research and scholarly activity is essential to GPRC’s mandate. To this end, GPRC continues to increase its faculty and student involvement in research activities.

GPRC is exploring the feasibility of delivering a unique culinary arts programming in the Jasper region; currently, a proposal, supported by the Jasper Advisory Committee, is being reviewed by Advanced Education. The institution is confident that its investment in this initiative will result in an innovative program that serves both provincial and international students.

2017–2018 and beyond will see major expansion of both space and programming at GPRC; in 2019 the institution’s collaborative baccalaureate Nursing program, as well as other health programming currently under development, will move to the state of the art hospital currently being built on GPRC

lands in Grande Prairie. The expansion of programming will meet the needs of the new hospital and the citizens of GPRC's stewardship region.

Within the context of Alberta's Comprehensive Community Institutions (CCIs), the Council of Presidents have affirmed their commitment to collaboration in achieving the goals and objectives (Adult Learning System Principles) of Alberta Advanced Education. Participation rates through regional access and affordability are current priorities for all CCIs and will be enhanced through coordination and the sharing of experience, resources, and knowledge.

With the support and commitment of the Ministry of Advanced Education, we will collaborate and explore new and innovative approaches to maximize efficiencies, minimize duplication, and optimize resources within the Alberta system to increase financial sustainability for all CCIs. Community and stakeholder engagement will ensure the unique regional contexts and cultures are recognized and that learner needs are met. The alignment of these principles across CCIs provides opportunities to build upon and grow our collective strengths.

Through a broad consultation process, GPRC has created a Campus Master Plan that will inform all future space development and land use decisions and initiatives. The Capital Plan (Appendix F; page 46) highlights major restorative projects that includes the student residence on Fairview Campus – Replacement of three dormitories is underway with a new facility reflecting current student housing standards.

At this time, GPRC is the only Canadian college to host a hospital on its grounds. However, Holmesglen, a college located in Melbourne, Australia, also has a hospital built

Indigenous Protocol signing



on its campus. GPRC has partnered with Holmesglen to increase mutual understanding of how best to maximize the pedagogical, practice, and research opportunities for students and staff of this unique opportunity.

Students, research, and our own experience has shown us that GPRC students, like students across Canada, are facing greater emotional stress than ever before; GPRC has recognized this reality and the institution's mental health services will be expanded to include the expertise of a Registered Psychologist who will design and implement mental health support services and programs that meet the needs of our students.

Physical and mental health are integrally connected. GPRC's proposed new High Performance Regional Athletics Centre initiative will provide GPRC athletes, Physical Education and Kinesiology students, and elite athletes in our region with cutting edge facilities and training and educational opportunities currently unavailable in the region. This facility will enable elite athletes to stay in the Peace Region for their training rather than relocate, and will enable regional athletes unable to relocate to avail themselves of exceptional training facilities and coaching.

GPRC has proudly signed an Indigenous Protocol with our Circle of Indigenous Students (CIS); this protocol gives concrete expression to GPRC's leadership and students' commitment "to implement intellectual and cultural traditions of Indigenous peoples through curriculum and learning approaches that are inclusive of Indigenous ways of knowing and relevant to learners and communities." To this end, GPRC has recently established an Indigenization Steering Committee that will, through an extensive consultation process, identify and implement initiatives that bring life to the words of the protocol. In addition, the Indigenous Liaison at GPRC is working closely with the CIS to review all the recommendations of the Truth and Reconciliation Commission that pertain directly to post-secondary students and institutions. Recommendations resulting from this work will be brought to the GPRC Executive for approval and implementation.

GPRC's future is one of boundless opportunity; the next 50 years are a "tabula rasa" whose scribes are not yet born. They will write the next chapter of GPRC's history. The only certainty is that GPRC will continue to provide new and exciting post-secondary opportunities for all learners.

ACCOUNTABILITY STATEMENT

This Comprehensive Institutional Plan was prepared under the Board's direction in accordance with legislation and associated ministerial guidelines, and in consideration of all policy decisions and material, economic, or fiscal implications of which the Board is aware.



Pete Merlo
Chair, Board of Governors



Don Gnatiuk
President and CEO



INSTITUTIONAL CONTEXT

In November 2007, the provincial government released the Roles and Policy Mandates Framework for Alberta's Publicly Funded Advanced Education System (Alberta Advanced Education and Technology, 2007). GPRC reassessed and revised its Mandate, Vision, Mission and Values. Approval for these changes was received from the Minister of Advanced Education and Technology in December 2008.

MANDATE

GPRC is a public, board-governed college operating as a comprehensive community institution under the Post-Secondary Learning Act of Alberta. The College offers regional learners instruction and support services that are learner-centred and responsive to the lifelong educational needs of full-time and part-time students of diverse, multicultural and Aboriginal backgrounds.

As a comprehensive community institution, GPRC is committed to expanding access to post-secondary education in its service area by responding to community and regional demand for both credit and non-credit programming. The College has developed a portal access delivery model that encourages other post-secondary institutions to deliver programming in our region, enabling the establishment of collaborative partnerships that rapidly and effectively meet the varied needs of our learners

The College offers university transfer, diploma and certificate programs; apprenticeship and pre-employment training; and adult high school completion. Credit programs are offered in the areas of Liberal Arts, Education, Health and Wellness, Fine Arts, Business, Technology, Human Services, Academic Upgrading, Trades and Technical training, and Agriculture. The College also offers baccalaureate degrees, primarily as collaborative degrees. In response to regional, community and industry demand, GPRC provides a range of customized non-credit pre-employment programming, skills development, safety, and community interest courses. The College meets community and industry demand for responsive and specific industry training through the provision of customized programming.



As an educational facility in northwest Alberta, GPRC helps meet the cultural, recreational, athletic, and conferencing needs of the region in partnership with service area, community, and regional stakeholders. The College offers athletic, music, art and science summer camps, and the Douglas J. Cardinal Performing Arts Centre is frequently the site of community music festivals, dance recitals, speakers' series and industrial seminars. The College encourages and supports applied research and scholarly activities, and innovation activities that complement and enhance teaching and learning in program areas and in industry sectors where its academic expertise enables such a contribution.

GPRC is dedicated to providing learners in northwest Alberta with access to high quality and diverse lifelong learning opportunities, and to the responsible educational, fiscal and environmental stewardship of resources.

Approved by the Minister of Advanced Education (2008)

VISION

GPRC is recognized by its learning communities for leadership in educational excellence.

MISSION

Creating connections to knowledge, experience and community one life at a time.

VALUES

The fundamental values of GPRC are:



STUDENT CENTRED



INTEGRITY



ACCOUNTABILITY



RESPECT



PASSION



INNOVATION





CONSULTATION PROCESS

In the preparation of the 2017–2020 Comprehensive Institutional Plan (CIP), GPRC conducted a broad consultation process that included GPRC community and students, and regional stakeholders; however, this process is only the first phase of what GPRC envisions to be a comprehensive, fully transparent, institutional, regional and public consultation process that will see full implementation in the 2018–2021 CIP.

GPRC regularly holds meetings with both internal (Senior Leadership Team, Departments, Advisory Committees, Deans and Directors, Faculty and Staff Associations, and Students' Associations, including the Students' Association GPRC (SAGPRC) and the Circle of Indigenous Students (CIS)) as well as external regional stakeholders; these meetings include discussions around program development, operational changes, collaborations and partnerships, and emergent opportunities and initiatives.

In developing this CIP, GPRC reviewed key government documentation including:

- ▶ Advanced Education 2017–2020 Business Plan
- ▶ Adult Learning System Principles
- ▶ Campus Alberta Planning Resource
- ▶ Campus Alberta: A Policy Framework
- ▶ Roles and Mandates Policy Framework

A review of policy and planning documentation led to the revision of GPRC's strategic directions and initiatives to better reflect the change in regional and provincial economic realities, and to comply with the strategic directions of Advanced Education and the Board Ends stated by GPRC's Board of Governors. All priority initiatives have measurable outcomes and performance measures reflecting GPRC's contribution to the provision of accessible and quality education for all Albertans.

INTERNAL FEEDBACK

GPRC administration has maintained strong consultative relationships with internal institutional leaders in both academic and non-academic divisions. In 2017, collaboration and consultation with these groups was increased, facilitating the creation of a CIP that identifies goals and measures that allow GPRC to better serve its students and stewardship region.

GPRC's senior leadership team has adopted an inclusive CIP development process that includes broad institutional input into the creation of the strategic directions and priority initiatives that will shape the future of GPRC as a leading Alberta post-secondary institution.

In January 2017, GPRC held three formal CIP consultation sessions at which the input of institutional leaders (Executive, Deans, and Directors) was sought and recorded, providing valuable input into the development of this CIP. The consultation sessions highlighted the importance of GPRC Board of Governors' Board Ends, Adult Learning System Principles, and provided input into the determination of GPRC's strategic direction for the next three years.

In addition, "one-on-one" meetings were held with departmental deans and directors throughout February and March 2017 in order to obtain specific input into the priority initiatives, expected outcomes, and performance measures identified under each strategic goal. Each priority initiative is related to a GPRC strategic goal and at least one of the Advanced Education System Principles of Accessibility, Quality, Affordability, Accountability, and Coordination.

Additionally, Campus Master Plan consultations were held on both the Grande Prairie and Fairview campuses and included community organizations, students, staff, and faculty. Twenty nine consultations sessions were held on the Grande Prairie and Fairview campuses and input was gathered about GRPC facilities, operations, space issues and utilization and potential new buildings. The Campus Master Plan Survey was launched to incorporate responses from individuals who were not able to attend consultation sessions in person; approximately 400 people responded to the survey.

GPRC leaders continue to hold regular team and individual meetings with the Students' Association of GPRC and the Circle of Indigenous Students to ensure the inclusion of student

views on GPRC programming and operations, and on student aspirations. Monthly individual meetings are held with the President of SAGPRC and the President of GPRC, and with the Vice President, Academics & Research (VPA&R); topics of discussion include collaborations and partnerships pertaining to programming, student recruitment and retention, and general concerns and aspirations of SAGPRC. Additionally, GPRC gathers student input through Student Satisfaction Surveys and Graduate Outcome Surveys that are currently administered annually but that will be administered biannually commencing in the 2017–2018 academic year.

The policy-driven Program Review Committee and Program Advisory Committees (PAC) are formal annual evaluation and consultation processes that ensure continual review and enhancement of GPRC academic programming by identifying strengths and opportunities for improvement in all credit programs offered by GRPC. The Program Review Committee assessed all programs in January and February, 2017, to identify challenges and to enhance program quality and accessibility to students. Program Advisory Committees provided guidance on all GPRC programs, identified industry trends and demands, and aided GPRC in building relationships with regional organizations and prospective employers that would assist GPRC students and graduates.

A comprehensive list of consultations include:

- ▶ Executive members of GPRC
- ▶ Senior Leadership Team
- ▶ Deans and Directors
- ▶ Student Association of Grande Prairie Regional College
- ▶ Program Review Committee
- ▶ Program Advisory Committee
- ▶ Regional K–12 leaders
- ▶ Grande Cache Community Adult Learning Program Society
- ▶ Hinton Adult Learning Society

In anticipation of the 2018–2021 CIP, GPRC is establishing an improved and formal comprehensive community consultation process that will encourage community stakeholders to comment on GPRC programming and operational initiatives impacting learners and the community. The consultation process will start in July of 2017 and will include community organizations, industry partners, members of the public, adult learning providers as well as GPRC staff and faculty.

EXTERNAL FEEDBACK

As a member of Campus Alberta, GPRC is committed to establishing and participating in partnerships and collaborations with other Alberta post-secondary institutions. While GPRC does not directly consult with other post-secondary institutions in developing its CIP, partnerships and collaborations, current and planned, have a direct influence on the determination of GPRC's strategic directions and priority initiatives; through partnerships and collaborations with other institutions GPRC is able to provide university transfer options for students.

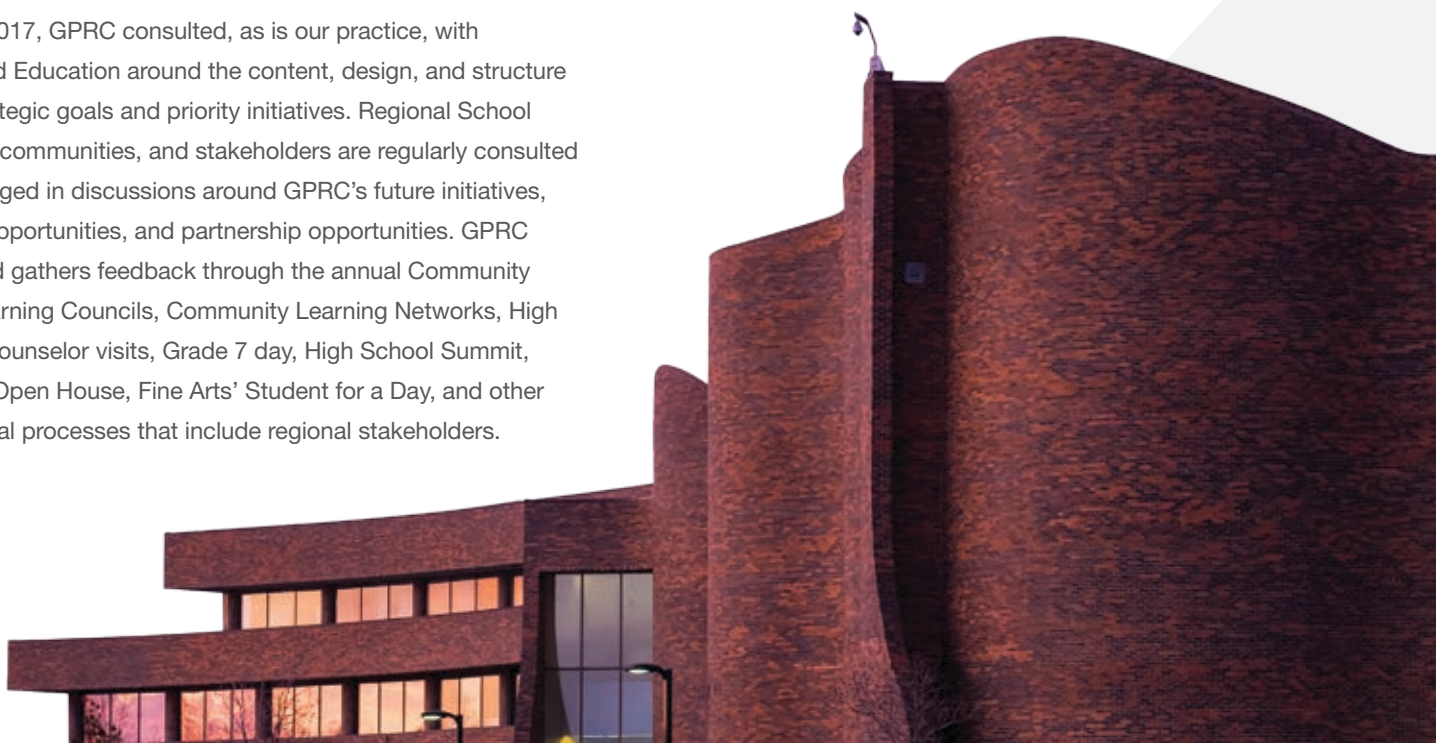
The Campus Master Plan process resulted in 29 consultation sessions that included community organizations, the general public, local government personal, and GPRC students, staff, and faculty. The online Campus Master Plan survey requested further information on GRPC programming, facilities, operations, space utilization, and potential initiatives in the next five years.

GPRC regularly consults external stakeholders including K–12 leaders, community organizations, municipal and provincial leaders and departments, and industry and business leaders and partners. GPRC is a member of the Council of Post-Secondary Presidents of Alberta, the Alberta Council on Admissions and Transfers, the Alberta Rural Development Network (ARDN), the Labour Education Applied Research North (LEARN), and the Northern Alberta Development Council (NADC). Through these collaborations and organizational memberships, GPRC is able to understand regional realities, respond to emerging opportunities, and participate as an active member of a collaborative post-secondary system.

In early 2017, GPRC consulted, as is our practice, with Advanced Education around the content, design, and structure of its strategic goals and priority initiatives. Regional School Districts, communities, and stakeholders are regularly consulted and engaged in discussions around GPRC's future initiatives, service opportunities, and partnership opportunities. GPRC hosts and gathers feedback through the annual Community Adult Learning Councils, Community Learning Networks, High School Counselor visits, Grade 7 day, High School Summit, Science Open House, Fine Arts' Student for a Day, and other less formal processes that include regional stakeholders.

GPRC maintains community partnerships and engages the following comprehensive list of external stakeholders for feedback into GPRC programming, operations, and initiatives:

- ▶ Alberta Ministries of:
 - ▷ Advanced Education
 - ▷ Health
 - ▷ Infrastructure
 - ▷ Economic Development and Trade
 - ▷ Science and Innovation
- ▶ Alberta Sport Connection
- ▶ Apprenticeship and Industry Training (AIT)
- ▶ Careers: The Next Generation
- ▶ City of Grande Prairie
- ▶ Community Adult Learning Councils
- ▶ Council of Post-Secondary Presidents of Alberta
- ▶ Grande Prairie Friendship Centre
- ▶ Grande Prairie Chamber of Commerce
- ▶ High School Counselors
- ▶ Labour Education Applied Research North (LEARN)
- ▶ Northern Alberta Development Council (NADC)
- ▶ Regional School Districts
- ▶ Senior Academic Officers
- ▶ Senior Business Officers
- ▶ Town of Edson
- ▶ Town of Fairview
- ▶ Town of Grande Cache
- ▶ Town of Hinton
- ▶ Town of Jasper



ALBERTA LEARNING SYSTEM PRINCIPLES, GPRC BOARD OF GOVERNORS ENDS & GPRC STRATEGIC GOALS ALIGNMENT

The strategic goals were developed to align with the Alberta Learning Systems Principles and GPRC Board of Governor Ends; thus a clear link is established for internal and external purposes.

ALBERTA LEARNING SYSTEM PRINCIPLES (ALSP)

1. Accessibility
2. Affordability
3. Quality
4. Accountability
5. Coordination

GPRC BOARD OF GOVERNORS ENDS

Grande Prairie Regional College exists so that people in the stewardship region and beyond have opportunities to improve their lives and communities at a cost that demonstrates value for results.

BOARD END 1

Students throughout the stewardship region have the knowledge and skills for success in whatever path they choose.

BOARD END 2

Citizens have accessible resources to improve the quality of life.

BOARD END 3

Economic well-being of the stewardship region is enhanced.

GPRC STRATEGIC GOALS

EXCELLENCE IN:

1. The Student Experience through Quality Programming and Support Services

Aligned with:

- ▶ Quality, Accountability, Coordination – Alberta Learning System Principles
- ▶ Board End 1 – GPRC Board of Governors

2. Accessible Educational Opportunities and Resources for all Learners

Aligned with:

- ▶ Accessibility, Affordability, Accountability – Alberta Learning System Principles
- ▶ Board End 2 – GPRC Board of Governors

3. Research and Entrepreneurship Opportunities in Academic Programming and in our Stewardship Region Communities

Aligned with:

- ▶ Quality, Accountability – Alberta Learning System Principles
- ▶ Board End 3 – GPRC Board of Governors

4. Community Engagement and Partnerships

Aligned with:

- ▶ Quality, Accountability, Coordination – Alberta Learning System Principles
- ▶ Board End 2, and 3 – GPRC Board of Governors

5. Staff and Faculty Engagement in College and Community Initiatives

Aligned with:

- ▶ Quality, Accountability – Alberta Learning System Principles
- ▶ Board End 2 – GPRC Board of Governors

6. Enterprise Risk Management Through Anticipatory and Responsive Initiatives

Aligned with:

- ▶ Accountability – Alberta Learning System Principles
- ▶ Board End 2 – GPRC Board of Governors

GOALS, PRIORITY INITIATIVES & EXPECTED OUTCOMES

Student success has been the cornerstone of GPRC's drive for excellence in educational service and leadership. In 2016, GPRC celebrated 50 years of student success! Throughout those 50 years, GPRC has provided opportunity for learners who are now nurses, teachers, scholars, musicians, leaders, and engaged community members in our region, across Alberta and, indeed, across Canada. GPRC is committed to building on this proud legacy. GPRC is committed to increasing our students' opportunities for success and to increasing our service to learners and our region.

GPRC's senior leadership has embraced a future that ensures commitment to students, community, and regional stakeholders through quality programming, accessible resources, research opportunities, and community partnerships and collaborations.

The 2017 CIP consultation sessions with senior leaders at GPRC resulted in the identification of foundational strategic directions that are in accord with GPRC's mission and vision. Furthermore, senior leaders finalized priority initiatives for the institution, maximizing efficiency in program delivery and departmental operations.

Internal and External realities, challenges and opportunities have also influenced GPRC's strategic initiatives.

EXTERNALLY, GPRC IS FACING:

- ▶ Fiscal challenges
- ▶ A new hospital and education centre being built in Grande Prairie on GPRC lands
- ▶ Community demand for GPRC to obtain further degree completion programming

INTERNALLY, GPRC IS FOCUSING ON:

- ▶ Positioning our future allied health programming and services in the new Grande Prairie hospital
- ▶ Creating strong cultural links with the administrative leads of Alberta Health Services (AHS)
- ▶ Reinstating the Transitional Vocational Program
- ▶ Providing further degree completion opportunities for learners
- ▶ Adapting strategies in program delivery methods to respond to diverse learners' needs
- ▶ Creating an Asset Trust for GPRC's land development
- ▶ Upgrading technological infrastructure to meet learner needs and safeguard IT systems and structures
- ▶ Implementing Unit4 Student Information Management system
- ▶ Completing the ServiceSmart initiative focused on operational optimization including Academic and Administrative policy reviews and restructure
- ▶ Providing strong mental health supports for students
- ▶ Creating comprehensive divisional and departmental strategic plans
- ▶ Creating an Indigenization strategic plan

GPRC is creating student lifecycle management strategies that serve and support students from their first inquiry to alumni status; these strategies include the diversification of curriculum and programming, student administration processes that support and respond to student needs, and alumni engagement initiatives. Key strategic focus areas have been identified, allowing GPRC to remain first choice for learners and to respond to internal and external realities impacting GPRC operations.

The strategic interest areas will focus on:

- ▶ Lifecycle management strategies
- ▶ Creation of disciplined strategic plans in all divisions throughout the institution
- ▶ Establishment of tailored learning for diverse learners
- ▶ Technology management
- ▶ Marketing
- ▶ Fund raising
- ▶ Recruitment and retention

The Economic Impact and Gap Analysis on the new Grande Prairie hospital conducted by the Chamber of Commerce (Grande Prairie & District) identifies gaps in regional labour, accommodation, supporting medical services and facilities, education and training, retail and food services, and transportation services. It is expected that GPRC staff will

represent 4% of the 1477 total Full Time Equivalent (FTE) staff, approximately 60 FTEs, located in the new hospital. Furthermore, the report indicated **HIGH** criticality and severity of the following positions and programs in the short term (current–2019) for regional success of the hospital.

- ▶ Physicians and Specialists, Physiotherapists and Occupational Therapists, X-ray and Laboratory Technicians and Assistants, Nutritionists/Dietitians, Pharmacists and Pharmacist Technicians
- ▶ Addiction and Sexual Assault, EMT-Paramedic, Health Care Aide, Health Information Management, Licensed Nurse Practitioner, Pharmacy Technician, Physical Therapy Assistant, Occupational Therapy Assistant, and Various Cancer Support Programs

GPRC has completed an initial needs assessment for health programming in the new hospital and is in the early stages of developing or brokering crucial programming. GPRC will continue to collaborate with regional stakeholders and Advanced Education in delivering the necessary post-secondary programs and services to support the new hospital. **However, GPRC will require funding support to deliver any new programming.**

FIGURE: NEW GRANDE PRAIRIE HOSPITAL – FTE DISTRIBUTION (1477 TOTAL FTE BY 2025)



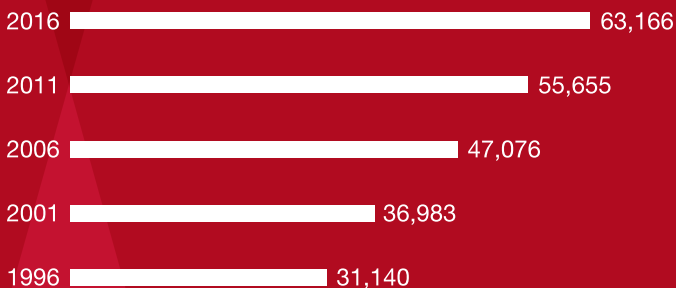
Source: Grande Prairie Chamber of Commerce – Economic Impact and Gap Analysis

The City of Grande Prairie has witnessed continuous population growth in the last decade. The recent 2016 Federal Census indicated a 13.5% population growth, from 55,655 in 2011 to 63,166 in 2016; Grande Prairie's population growth from 2011 to 2016 was 1.9% higher than the provincial growth rate.

Census 2016 further highlighted a 9.7% population increase, from 109,712 in 2011 to 120,380 in 2016, for the Grande Prairie District Division 19*. Employment opportunities in the region continue to attract young families from all across Canada; in recent years, a clear correlation between employment and population increases is evident.

In response to this population growth and sustained community demand, GPRC will continue to expand program offerings and seek further degree completion programming opportunities for our learners through collaboration with our sister institutions.

FIGURE: GRANDE PRAIRIE CITY POPULATION



Source: Federal Census

* Grande Prairie Division 19 includes:

Beaverlodge (Town), Berwyn (Village), Birch Hills County (Municipal district), Donnelly (Village), Duncan's 151A (Indian reserve), Fairview (Town), Fairview No. 136 (Municipal district), Falher (Town), Girouxville (Village), Grande Prairie (City), Grande Prairie, County No. 1 (Municipal district), Grimshaw (Town), Horse Lakes 152B (Indian reserve), Hythe (Village), McLennan (Town), Peace No. 135 (Municipal district), Peace River (Town), Rycroft (Village), Saddle Hills County (Municipal district), Sexsmith (Town), Smoky River No. 130 (Municipal district), Spirit River (Town), Spirit River No. 133 (Municipal district), Wembley (Town)

THE STUDENT EXPERIENCE THROUGH QUALITY PROGRAMMING AND SUPPORT SERVICES

GPRC strives to achieve excellence in the delivery of high quality programming that includes certificates, diplomas, trades and apprenticeship, and university programming that transfers to universities in Alberta and beyond. For the past 50 years, GPRC has provided learners the opportunity for success in their chosen educational path. GPRC is recognized for excellence in quality programming and education.

Responding to community demand and fulfilling the Accessibility and Quality principles of Advanced Education, GPRC is continuing to seek opportunities to increase collaborative degree offerings on our Grande Prairie campus. Our intent is to offer degree completion programs that are in high demand, as well as to provide much-needed certificate, diploma, trades and apprenticeship programming. Preliminary research shows Bachelor of Science in Nursing, Bachelor of Business Administration/Bachelor of Commerce, and Bachelor of Education are highly sought and enrolled degree programs that, in the case of Nursing, sees 260 yearly applicants competing for only 56 seats.

GPRC has conducted extensive research into community demand, delivery costs, and staffing needs for additional health programming to be delivered at the new hospital, to be opened in 2019. In the first of two program development and delivery stages, GPRC plans to deliver, in the fall of 2019, programming that includes Occupational and Physical Therapy Assistant, Pharmacy Technician, and Health Information Management diplomas. In the second stage, GPRC hopes to provide diplomas programming that includes X-ray and Laboratory Technicians and Assistants, Nutritionists/Dietitians, Pharmacist Technicians, Addiction and Sexual Assault, EMT-Paramedic, Health Care Aide, Health Licensed Nurse Practitioner, and various Cancer Support Programs.

In its efforts to meet regional post-secondary programming demand, GPRC continues to work with the community of Jasper to examine various programming opportunities with experts in the culinary and hospitality field. GPRC surveyed and interviewed companies and organizations in Jasper around the potential demand for Culinary and Hospitality programming to be offered in collaboration with other post-secondary partners. GPRC will continue to hold consultation meetings with the goal

of determining the demand for, and commitment to, the delivery of such programming in Jasper, with the goal of submitting a report to the Government of Alberta in June, 2017.

Programming and courses are continuously being revised and updated to reflect “best practices” both in content and pedagogy. Quality programming Initiatives are undertaken to revitalize existing programming and to create new programs and courses including:

- ▶ Unit Clerk program – offered online as a pilot project in February 2017. Enrolment and student demand indicate the need for the program to be offered again in the fall of 2017.
- ▶ Personal Trainer program – courses are being considered and revised for transferability to other institutions.
- ▶ Business Administration Department – creating a “Work Integrated Learning” course to integrate into the Business Administration Diploma program
- ▶ Office Administration – Legal certificate program was approved for offering in Fall 2017
- ▶ Dental Office Clerk certificate program was approved for offering in Fall 2017
- ▶ MBA program – Continued discussions are being held with institutions to provide an MBA program hosted at GPRC
- ▶ Licensed Practical Nurse program – In discussion with Northern Lakes College, GPRC is determining the delivery format for LPN programming
- ▶ Power Engineering – Seeking Boiler Time accreditation from Alberta Boilers Safety Association (ABSA) for GPRC’S 3RD and 4th class Power Engineering program
- ▶ Pressure B – Welding – Seeking accreditation to recertify learners and community members
- ▶ Strategic Plan – Fine Arts created, and implementing, to better serve the students and the community

- ▶ High Performance Regional Athlete Training Centre – being proposed on GPRC campus to deliver quality Physical Education and Kinesiology programming (e.g. Personal Trainer) and respond to community need and demand

Quality programming and support services are essential to students’ success. To ensure all learners have the necessary support services, GPRC has established cross-departmental services that support learners.

Through the Student Experience department, GPRC is able to provide:

- ▶ Accessibility Services
- ▶ Academic Advising
- ▶ Admissions and International Support
- ▶ Educational Technologies
- ▶ Financial Aid
- ▶ Indigenous Support Services
- ▶ Internal and External Testing Centre
- ▶ Library and Learning Support
- ▶ Residence and Housing

GPRC power engineering students





PRIORITY INITIATIVES	EXPECTED OUTCOMES	DEADLINE	PERFORMANCE MEASURES
Develop Water and Waste Water Management diploma program	<ul style="list-style-type: none"> ▶ Increased quality programming ▶ Accessible opportunities for regional learners 	Fall 2020	<ul style="list-style-type: none"> ▶ Established program ▶ Enrolment
Power Engineering – Boiler Time accreditation from Alberta Boilers’ Safety Association	<ul style="list-style-type: none"> ▶ Quality Power Engineering 3rd and 4th class program ▶ Increased reputation of program and GPRC facilities 	January 2018	<ul style="list-style-type: none"> ▶ Accreditation achieved
Launch Occupational /Physical Therapy Assistant Diploma program	<ul style="list-style-type: none"> ▶ Community, student, and hospital demand met ▶ Increased health program offerings ▶ Accessible program for regional learners 	Fall 2019	<ul style="list-style-type: none"> ▶ Enrolment ▶ Program developed
Launch Pharmacy Technician Diploma program	<ul style="list-style-type: none"> ▶ Community, student, and hospital demand met ▶ Increased health program offerings ▶ Accessible program for regional learners 	Fall 2020	<ul style="list-style-type: none"> ▶ Enrolment ▶ Program developed
Launch Culinary Arts Program in Jasper	<ul style="list-style-type: none"> ▶ Accessible program for regional students and graduate cohort for regional employers ▶ Increased learning centres ▶ Increased collaborations with institutions and organizations 	Fall 2018	<ul style="list-style-type: none"> ▶ Enrolment ▶ Program developed ▶ Graduates employed in region
Launch the French Immersion Teachers’ Program	<ul style="list-style-type: none"> ▶ Trained French teachers in the stewardship region ▶ Regional need and demand for elementary school French teachers met 	Fall 2019	<ul style="list-style-type: none"> ▶ Enrolment ▶ Program Developed
Offer four drama courses	<ul style="list-style-type: none"> ▶ Increased course choices and electives for current and prospective students ▶ Increased student recruitment and retention ▶ Pathway to offer the full drama program 	Fall 2017	<ul style="list-style-type: none"> ▶ Courses offered ▶ Enrolment



PRIORITY INITIATIVES	EXPECTED OUTCOMES	DEADLINE	PERFORMANCE MEASURES
Reinstate the Drama Program	<ul style="list-style-type: none"> ▶ Increased and diversified program offerings ▶ Established community connections through drama ▶ Increased student recruitment and retention 	Fall 2019	<ul style="list-style-type: none"> ▶ Program reinstated ▶ Enrolment
Develop a Student Services' strategic plan	<ul style="list-style-type: none"> ▶ Clear vision for the department ▶ Increased opportunity for system and operational upgrades ▶ Strong institutional support for Student Experience departmental initiatives ▶ Upgrades to systems in place and functioning ▶ Efficiencies in work flow process and services are realized through implementation of recommendations of workflow review and strategic plan ▶ Institutional recognition of increased services and efficiency 	Winter 2017	<ul style="list-style-type: none"> ▶ Plan developed and implemented ▶ New systems upgrades completed ▶ Staff and students support and engage in departmental initiatives ▶ Work flow recommendations implemented ▶ Staff and students support new service initiatives
Develop a student communication policy and plan	<ul style="list-style-type: none"> ▶ Student awareness of financial, academic, events, admission and registration changes ▶ Enhanced and reasonable inquiry response times ▶ Accountability framework for both students and staff 	Fall 2018	<ul style="list-style-type: none"> ▶ Decreased wait times for admission
Implement a student success policy and plan	<ul style="list-style-type: none"> ▶ Enhanced services in accordance with GPRC vision, mission and values ▶ Early recognition of students at-risk ▶ Increased response to students at-risk ▶ Increased awareness of student support and services 	Winter 2017	<ul style="list-style-type: none"> ▶ Increase retention rate by 5%
Develop a recruitment and retention strategic plan	<ul style="list-style-type: none"> ▶ Increased recruitment and retention initiatives and regional partnerships ▶ Increased enrolment and retention rates 	Fall 2018	<ul style="list-style-type: none"> ▶ Enrolment increase by 1% ▶ Retention increase by 1%

ACCESSIBLE EDUCATIONAL OPPORTUNITIES AND RESOURCES FOR ALL LEARNERS

Grande Prairie remains the trading hub for approximately 300,000 citizens in Northwestern Alberta, Northeastern British Columbia, and the Northwest Territories. GPRC provides programming and services to learner from diverse regions and communities in the north. To this end, GPRC ensures that significant support services are provided for northern learners who require support strategies for coping with college and city life.

In recognition of the needs of regional communities and learners, GPRC submitted to the Ministry of Advanced Education a proposal for the reinstatement of our highly enrolled Transitional Vocational Program (TVP). GPRC eagerly awaits Advanced Education's decision around the delivery and funding of this program that had been fully enrolled and offered on our Fairview campus for over ten years prior to its suspension. GPRC understands how crucial TVP is to our regional communities and will continue to consult with Advanced Education on how best to deliver this important programming.

GPRC has partnered with RBC to establish the RBC Centre for Student Wellbeing. The centre aligns with RBC's commitment to mental health and GPRC's commitment to student success

by providing resources to help students feel welcome, valued, confident, safe, and supported. The RBC Centre for Student Wellbeing will both expand services and enhance existing mental health and wellbeing programs. Furthermore, GPRC has hired a full time registered Psychologist to develop a student mental health strategic plan to assist students at-risk of mental health issues and to develop non-credit mental health programming and supports for students. GPRC has long recognized the pressures that the academic, psychological and financial demands of the post-secondary environment place on students.

Resources such as the Peer Counselling Program, the Education Ambassador Program, and the Elder in Residence Program are actively assisting students with issues that impact their mental health and wellbeing. These resources are readily accessible free of charge on the Grande Prairie campus, and are continuously being evaluated and modified to ensure their continued effectiveness. In the fall of 2017 GPRC will be partnering with the Alberta Rural Development Council (ARDN), and eleven other Comprehensive Community Institutions in Alberta, to create a more collaborative, beneficial, and cost-effective strategy to address student mental health on rural campuses.

Peer Counsellor and Education Ambassador Morgan McClelland



Accessibility Supports and Disability Services (ASDS) at GPRC promote an accessible, inclusive, and supportive environment that supports students with documented disabilities diagnosed by health professionals. ASDS connects students with disabilities to the resources they need to help them succeed in their post-secondary education. Services offered by ASDS include exam accommodation, note takers, academic strategies, assistive technology, alternate format, tutoring, and classroom accommodations.

The Indigenous Liaison Coordinator, with the support of the Elder in Residence and the Circle of Indigenous Students, offers students support on their journey to further their education, recognizing and promoting the need to weave together the world of an Indigenous person with the life of a GPRC student. Students can expect that this team, along with the on-campus Friendship Centre, will champion Indigenous Culture and ensure that it is celebrated and honoured within GPRC.

GPRC President & CEO, Don Gnatiuk, along with the president of the Circle of Indigenous Students, recently signed the “Indigenous Education Protocol” which ensures

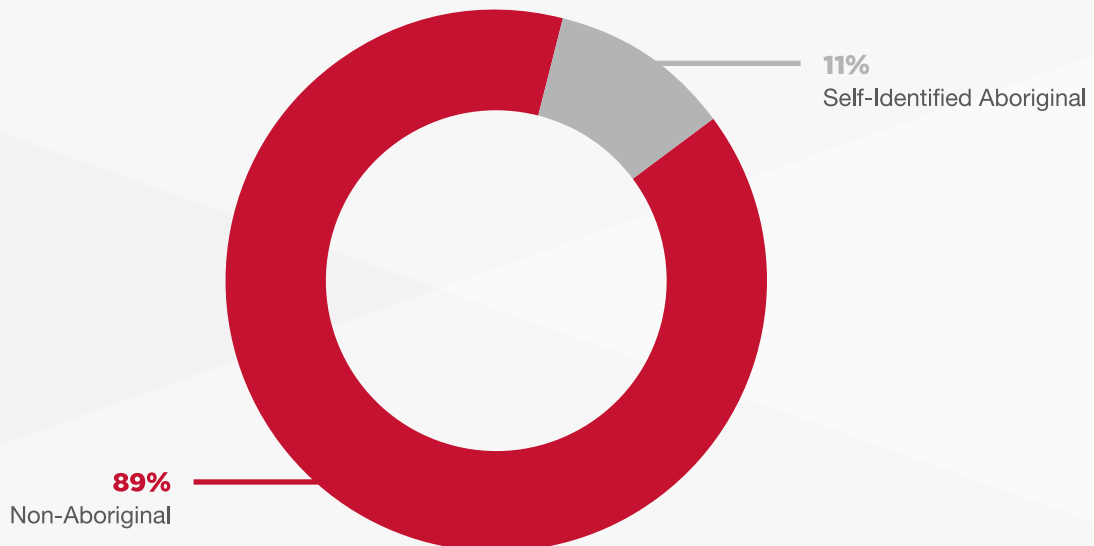
and codifies GPRC’s commitment to making Indigenous education, and the indigenization of our institution, a priority. GPRC will work with Indigenous representatives, communities, organizations, and students to integrate Indigenous components and culture in academic programs, courses, and operations. GPRC is in the process of creating an Indigenization Plan and strategy to indigenize the entire institution. In terms of specific programming,

GPRC recently launched the Aboriginal Administration Diploma program to respond to Indigenous student and community demand.

Furthermore, GPRC has established the following:

- ▶ Elder in Residence
- ▶ Indigenous Liaison Coordinator
- ▶ Circle of Indigenous Students
- ▶ On-campus Friendship Centre

FIGURE: GPRC ABORIGINAL STUDENT POPULATION 2015–2016 ACADEMIC YEAR



Source: Grande Prairie Regional College – Internal Data

international students, the institution has established an International Support Team responsible for admission support, academic advising, residence, and settlement requirements of international students. The team assists international and foreign educated applicants with the processes and procedures they must navigate to gain admission, with documentation for visa and study permit applications, and with academic advising. GPRC is awaiting a provincial post-secondary education strategy for international students and support services in the Grande Prairie stewardship region.

In keeping with its mission of “Creating connections to knowledge, experience, and community one life at a time”, GPRC’s Continuing Education (CE) department offers a wide range of programming that responds to individual, community, and business needs in terms of personal and career development. Through these courses, the department connects with thousands of local residents and businesses annually. In addition, the department is operated as a profit centre, with a goal of supplying surplus funds for institutional initiatives.

GPRC’s Continuing Education department offers a wide variety of services to empower people and organizations. Courses and training are predominantly offered face-to-face, but delivery method options include video conferencing, online, certificate programs, camps, contracts, and partnerships. CE offers customized training tailored specifically to meet the needs of individual businesses. Courses and programming are focussed on Community, Health, Safety and Industry, Business and Professional, and Environmental/Forestry/Agriculture. Year round, hundreds of courses are available to learners, but in the context of a dynamic economy, constant change and revitalization is crucial; CE prides itself on responsive service that meets the needs of the stewardship region.





PRIORITY INITIATIVES	EXPECTED OUTCOMES	DEADLINE	PERFORMANCE MEASURES
<p>Increase student scholarship and bursary opportunities</p>	<ul style="list-style-type: none"> ▶ Accessible financial aid for all learners ▶ Increased motivation for students to apply for financial aid ▶ Increased student motivation to enroll in academic studies ▶ Increased partnerships and collaboration with external donors 	<p>Fall 2017</p>	<ul style="list-style-type: none"> ▶ 10% increase in scholarship/ bursary funds
<p>Increase dual-credit program offerings with regional and district school boards</p>	<ul style="list-style-type: none"> ▶ Increased academic opportunities for regional high school learners ▶ Increased collaboration with district school boards to maintain high quality post-secondary education system ▶ Improved GPRC image and increased student enrolment ▶ Responsive to Campus Alberta's strategic goal of accessible post-secondary education 	<p>Fall 2018</p>	<ul style="list-style-type: none"> ▶ Increased number of courses offered through dual credit ▶ Partnerships with regional schools ▶ GPRC CE Dual Credit community image is positive and enrolment is increased ▶ Stewardship region accessibility of dual credit programming
<p>Apply, be awarded, and sustain provincial, federal and external stakeholder funding resources in Continuing Education department</p>	<ul style="list-style-type: none"> ▶ Provide training that meets the five highest skilled-based job needs in the stewardship region ▶ Increase learner employability ▶ Deliver free educational opportunities for underemployed and unemployed citizens 	<p>Ongoing</p>	<ul style="list-style-type: none"> ▶ Increase learner enrolment by 2% each year
<p>Establish new programming and/ or courses that meet the needs of the community in Continuing Education department</p>	<ul style="list-style-type: none"> ▶ Develop five new certificate programs. Areas of focus will be: Community, Health, Safety and Industry, Business and Professional, and Environmental/ Forestry/Agriculture ▶ Develop five new courses established 	<p>Fall 2019</p>	<ul style="list-style-type: none"> ▶ Increase learner enrolment by 2% each year ▶ New program/courses established
<p>Partner with Indigenous communities and organizations in Continuing Education department</p>	<ul style="list-style-type: none"> ▶ Engage Indigenous community with GPRC Continuing Education ▶ Develop and offer Indigenous programs and/or courses 	<p>Ongoing</p>	<ul style="list-style-type: none"> ▶ Increase learner enrolment by 2% each year ▶ New Indigenous programs/ courses established

RESEARCH AND ENTREPRENEURSHIP OPPORTUNITIES IN ACADEMIC PROGRAMMING AND IN OUR STEWARDSHIP REGION COMMUNITIES

GPRC strives to maintain its record of creative and ground-breaking research and innovation, as evidenced by the success of our National Bee Diagnostic Centre – Technology Access Centre, and our Pollutants to Products, and Community Enhancement Research initiatives. Indeed, our Research & Innovation department leads the development of applied research and innovation capacity for GPRC and the stewardship region. Dedicated administrative, scientific, and technical staff support faculty and student engagement in research and innovation opportunities.

GPRC continues to maintain a robust research and innovation presence, providing national quality research and valuable student experience. Maintaining Top 50 Research College status is a complementary goal.

Ensuring the appropriate positions are in place and the appropriate policies are developed and implemented is critical to the success of this department's activities. GPRC encourages faculty members to engage in applied research, scholarly activity, technical problem solving, and creative work for community clients (industry and organizations). Engaging students in this work is of high priority; GPRC encourages students to undertake projects in entrepreneurship, applied research, innovation, or creative works. Research and innovation – transforming teaching and learning at GPRC is becoming part of our organization's culture.



PRIORITY INITIATIVES	EXPECTED OUTCOMES	DEADLINE	PERFORMANCE MEASURES
Transformation of the National Bee Diagnostic Centre into the National Centre of Excellence for Bees (NCE-Bees)	<ul style="list-style-type: none"> ▶ Able to meet the Beekeeping industry increasing demand for diagnostic and applied research services ▶ NSERC (Natural Sciences and Engineering Research Council) renews Technology Access Centre (TAC) funding ▶ Partners and funders are secured for NCE-Bees 	Spring 2018	<ul style="list-style-type: none"> ▶ Stable funding for diagnostic services in place ▶ Stable funding for core operations in place ▶ Expansion of physical space complete
Complete and pre-commercialize Photo-BioReactor (PBR)	<ul style="list-style-type: none"> ▶ Micro algae Photo-bioreactors and harvesting system complete and fully operational ▶ Phase 2 funding secured ▶ Pre-commercial pilot projects initiated 	Fall 2018	<ul style="list-style-type: none"> ▶ Stable funding for current projects and increased funding for pilot project(s) in place ▶ 2 industry partnerships secured
Community Enhancement Research	<ul style="list-style-type: none"> ▶ Police and Crisis Team project completed ▶ New projects initiated 	Fall 2018	<ul style="list-style-type: none"> ▶ 1 long-term research projects (renewed or initiated) ▶ 2 yearly research projects
Faculty and students are engaged in scholarly activities, research and innovation projects	<ul style="list-style-type: none"> ▶ Increased research and innovation opportunities for faculty and students ▶ Increased research based curricula in programs 	Fall 2020	<ul style="list-style-type: none"> ▶ 20% of GPRC priority faculty engaged in research or innovation ▶ 20 students involved in research and innovation projects annually ▶ Research component within 20% of designated GPRC courses
Refresh existing research policy and develop new policy and support processes	<ul style="list-style-type: none"> ▶ Research Planning Committee procedures and processes complete ▶ Human and animal subject ethics and scientific merit review processes complete ▶ Responsible Conduct of Research (RCR) training developed and implemented 	Fall 2018	<ul style="list-style-type: none"> ▶ Policies reviewed and scheduled ▶ All support processes completed and implemented ▶ RCR process review and development completed ▶ RCR training operationalized with training targets met
Administer and partner with the Grande Prairie Regional Innovation Network (GPRIN)	<ul style="list-style-type: none"> ▶ Able to provide applied research and administrative services to GPRIN partners ▶ Network members engaged in strategic priorities ▶ Funds secured to increase community research and innovation projects 	Fall 2018	<ul style="list-style-type: none"> ▶ Annual work plan goals met ▶ Priorities established annually ▶ Clients satisfaction level (80%) measured through surveys ▶ GPRIN Partner investment equal to Alberta Innovates core funding
Comprehensive marketing of GPRC research and innovation	<ul style="list-style-type: none"> ▶ Faculty and students' research and innovation activities featured regionally, provincially and nationally. ▶ Noted digital presence (website, Facebook, Twitter) 	Spring 2018	<ul style="list-style-type: none"> ▶ Faculty profiles posted ▶ Research and innovation activities featured in GPRC and other media productions and promotions ▶ Faculty and student activities featured

COMMUNITY ENGAGEMENT AND PARTNERSHIPS

The External Relations Division supports GPRC through communication and marketing, event services, and development and alumni relations in consultation with internal and external stakeholders. The division continues to implement its strategic plan that aligns with and supports the Comprehensive Institutional Plan and builds on GPRC's vision, mission and values. The division delivers its mandate through a strategy that emphasizes the fostering of supportive and positive relationships with key stakeholders of GPRC, including prospective students, alumni, and residents of the Northwest Alberta, elected officials, and members of the business community, media, community organizations, potential and current donors, and government personnel. Success is measured through the strengthening of stakeholder relationships, the engagement of internal clients, the delivery of services, and the generation of revenues.

Specifically, the division is responsible for:

- ▶ Supporting the President and GPRC leadership in interactions with Communities and other key stakeholders
- ▶ Managing GPRC brand through consistent and coordinated usage of GPRC's logo and related messaging
- ▶ Marketing GPRC to prospective students in alignment with GPRC's recruitment goals and initiatives
- ▶ Managing internal communication tools to support staff and faculty engagement
- ▶ Managing media relations
- ▶ Managing GPRC's social media and web site presence

- ▶ Managing the Douglas J. Cardinal Performing Arts Centre
- ▶ Promoting the use of GPRC facilities for conferences, events and other activities, and coordinating services for these events
- ▶ Overseeing GPRC's development and advancement activities with donors and alumni including:
 - ▷ Alumni engagement events on and off campus
 - ▷ Donor appreciation events in Fine Arts and Athletics
 - ▷ Community Day
- ▶ Providing leadership and administration to the GPRC Alumni/Foundation (a registered charity with CRA) and the Vital Campaign Cabinet

GPRC continues to develop community partnerships through collaborations and consultations with internal and external stakeholders. Currently, GPRC is proposing to build a High Performance Regional Athletic Centre on the Grande Prairie campus in collaboration with regional stakeholders. This proposal recognizes the strong commitment to sports and fitness in GPRC's stewardship region, and the institution's obligation to support this commitment with appropriate training facilities. At present, no alternative to this high performance facility exists in the region, nor is one being proposed by municipal recreation authorities, or other groups, including private gyms and similar facilities.

The following initiatives represent outreach programs and partnerships that enhance GPRC's strategic goals and mission.

PRIORITY INITIATIVES	EXPECTED OUTCOMES	DEADLINE	PERFORMANCE MEASURES
Increase and improve communication and marketing	<ul style="list-style-type: none"> ▶ Enhanced profile of GPRC by the public, stakeholders, potential donors and future students 	June 2018	<ul style="list-style-type: none"> ▶ Launch biennial survey of community members and potential future students to guide GPRC external communication and marketing initiatives ▶ Continue to increase supports and monitoring of GPRC visual identity standards
Improve quality and consistency of GPRC external digital presence	<ul style="list-style-type: none"> ▶ Increased online stakeholder engagement ▶ Increased student satisfaction with web site 	June 2019	<ul style="list-style-type: none"> ▶ Implement GPRC web and social media standards and procedures through an engagement processes with staff and faculty ▶ Increase in satisfaction with website as measured in student satisfaction survey
Ensure staff and faculty have access to communicate effectively internally	<ul style="list-style-type: none"> ▶ Improved staff engagement and satisfaction with internal communications 	June 2019	<ul style="list-style-type: none"> ▶ Increase Insider Today participation by 5% ▶ Increased staff engagement measured by surveys conducted by Human Resources
Increase and improve event services	<ul style="list-style-type: none"> ▶ Increased community support and awareness of GPRC ▶ Increased attendance at GPRC events 	June 2020	<ul style="list-style-type: none"> ▶ Develop pricing and rental policies ▶ Complete a marketing strategy for event services ▶ Annually increase attendance at Douglas J Cardinal Performing Arts Centre events by one per cent over 2015–16 attendance of 39,359 to a total of 40,551 ▶ Increase number of events hosted on campus annually by two per cent over the 2015–16 total of 86 events to 95 events
Increase revenue and recognition to GPRC through event services	<ul style="list-style-type: none"> ▶ Lower GPRC's direct costs to provide the region's communities a venue for educational, cultural and social events 	June 2020	<ul style="list-style-type: none"> ▶ Increase in all event revenues and recognition
Secure grants, investments, donations and pledged support	<ul style="list-style-type: none"> ▶ Investments in facility modernizations, new capital projects and student awards 	June 2020	<ul style="list-style-type: none"> ▶ Campaign launched publicly ▶ Alumni giving increased by 20% ▶ A 20% increase to 180 potential donors ▶ A 50% increase of major requests to 23 ▶ Hold four donor events annually
Increase Industry Partnerships	<ul style="list-style-type: none"> ▶ Creating mutually beneficial programs and services across the Region 	June 2019	<ul style="list-style-type: none"> ▶ Increase in partnerships by 10%
Increase number of valid Alumni contacts	<ul style="list-style-type: none"> ▶ Increased alumni engagement ▶ Increased communication with Alumni 	June 2019	<ul style="list-style-type: none"> ▶ Realize a 10% increase, or 600, updated Alumni addresses ▶ Transfer 1,400 new graduate records Alumni development database annual ▶ Increase frequency of e-newsletter by two annually to a total of six per year

STAFF AND FACULTY ENGAGEMENT IN COLLEGE AND COMMUNITY INITIATIVES

GPRC staff and faculty are highly engaged in GPRC led projects and community initiatives as evidenced by an Employee Engagement Survey, conducted through a third party consulting firm in 2015. This survey indicated that GPRC staff and faculty are “highly engaged”. The Leadership Index Score (one question that measures engagement) for the engagement survey was 16, 26 points above average relative to other post-secondary institutions in North America.

In 2017, a pulse check of the Leadership Index Score resulted in 29 points; an improvement of 13 points from the 2015 score in this area. These results indicate strong staff and faculty engagement in community initiatives, coordination, and inter-departmental relationships across the institution.

This survey indicates that staff and faculty at GPRC feel a sense of community within the institution and are increasingly engaged in collaborative community initiatives. These initiatives expand the capacity of current students, staff, faculty, and the regional community. Just as significantly, these activities connect the institution directly to the citizens of the region it serves.

Among the many programs and initiatives, GPRC staff and faculty participate in:

- ▶ Arts and athletic initiatives and services
- ▶ Regional social policy support initiatives, boards and committees
- ▶ Pan Canadian Council on Admissions and Transfer
- ▶ Grande Prairie Regional Innovation Network and Police and Crisis Team
- ▶ Regional Food Bank
- ▶ National Advising Council of Canada

- ▶ Provincial Accessibility and Disability Association
- ▶ Alberta Student Awards Personnel Association
- ▶ On-campus Friendship Centre
- ▶ Grande Prairie Rotary Clubs
- ▶ Sisters in Spirit Walk and Spirit Seekers
- ▶ 100 Plus Women Who Care

The Department of Fine Arts at GPRC continues to offer the only Fine Arts programming north of Edmonton; this programming, and the community engagement and volunteerism of its faculty are highly valued by our region. The department has established a five-year 2017–2022 strategic plan to better serve regional learners and the community. The Department of Fine Arts staff, faculty, and students continue to showcase a student driven performance each year, highlighting an important piece of collaboration between students and faculty. Furthermore, the Fine Arts department is working diligently to reinstate the Drama program and use the state of the art Recording Studio, which will enhance existing relationships with the community.

GPRC is undertaking a major review and revision of its Human Resources (HR) philosophy and services with the goal of identifying, implementing and supporting strategic Human Resource Management (HRM) best practices. Thus, GPRC is moving away from a transactional service model to an operating model that aligns HRM with institutional strategy, and ensures the HR Department acts in partnership with all departments of GPRC to ensure the delivery of exceptional HR service to all staff and students. This transformation of services is in the early stages of implementation. The HR department’s goal is to be operating under the new model by the end of fiscal year 2017–2018.

PRIORITY INITIATIVES	EXPECTED OUTCOMES	DEADLINE	PERFORMANCE MEASURES
Partner with Alberta Health Services and Alberta Infrastructure on building the new hospital	<ul style="list-style-type: none"> ▶ Facilities and information technology is in place for program delivery ▶ Increased quality program offerings ▶ Access to hospital facilities for students in health programs 	Fall 2019	<ul style="list-style-type: none"> ▶ Enrolment in GPRC programs ▶ Programs established

PRIORITY INITIATIVES	EXPECTED OUTCOMES	DEADLINE	PERFORMANCE MEASURES
West Yellowhead Regional Stewardship staff to collaborate with area school districts and Chamber of Commerce	<ul style="list-style-type: none"> ▶ Increased access to dual-credit opportunities for regional high school students ▶ Collaborative community initiatives launched ▶ Increased partnerships with local organizations and industry 	Ongoing	<ul style="list-style-type: none"> ▶ Dual credit courses developed ▶ New relationships established with regional community organizations
Collaborate with and represent GPRC on the Grande Prairie Regional Innovation Network (GPRIN), and the Police and Crisis Team (PACT)	<ul style="list-style-type: none"> ▶ Administrative processes completed by GPRC staff ▶ Increased collaborations and partnerships in research and innovation projects ▶ Facilitate and supply research and innovation expertise for new projects ▶ Increased coordination with RCMP in mental health cases in the community 	Ongoing	<ul style="list-style-type: none"> ▶ Continued partnership with GPRIN ▶ Established yearly priorities and initiatives ▶ Continued partnership with PACT ▶ Mental health cases solved
Establish a three-year Human Resources strategic plan that shifts HR activities from a transactional focus to a strategic operating model	<ul style="list-style-type: none"> ▶ Alignment of human resources management system with GPRC strategic priorities ▶ Improved service delivery to all GPRC departments ▶ Increased in-house and supervisory/ leadership development training and professional opportunities for staff and faculty 	Fall 2018	<ul style="list-style-type: none"> ▶ In-house supervisory leadership development training and professional development opportunities provided ▶ Faculty and staff participation in training and development opportunities
Establish a Student Innovation Lab – Makers Space	<ul style="list-style-type: none"> ▶ Accessible space for students to develop collaborative self-directed applied research, innovation, entrepreneurship, or creative projects ▶ Greater student, faculty, and community interaction ▶ Mentored innovation and entrepreneurship incubation 	Fall 2018	<ul style="list-style-type: none"> ▶ Three yearly collaborative student projects ▶ One collaborative community-engaged student project per year
Develop faculty self-identification with a College Scholarship Model	<ul style="list-style-type: none"> ▶ Engaged faculty in scholarship projects ▶ Five Scholarship realms (Discovery, Integration, Application, Learning, Practice) standardized 	Fall 2020	<ul style="list-style-type: none"> ▶ 70% of faculty self-identify in at least one realm of scholarship
Continue to hold the Employee Recognition Awards	<ul style="list-style-type: none"> ▶ Staff and faculty are engaged ▶ Commitment to and celebration of deserving staff and faculty ▶ Recognition of excellence in quality teaching and service 	Ongoing	<ul style="list-style-type: none"> ▶ Continued yearly awards ▶ Employee engagement
Deliver the Wintersong – Fine Arts staff and faculty performance	<ul style="list-style-type: none"> ▶ Increased community involvement ▶ Delivering quality education through Fine Arts ▶ Accessible educational opportunities for regional learners ▶ Increased collaboration between staff and faculty 	Winter 2017	<ul style="list-style-type: none"> ▶ Performance delivered ▶ Attendance in performance

ENTERPRISE RISK MANAGEMENT THROUGH ANTICIPATORY AND RESPONSIVE INITIATIVES

Enterprise Risk Management (ERM) is a continuous, proactive and dynamic process designed to identify, manage and communicate potential risks and opportunities that might impact campus safety, operations, and the achievement of GPRC’s academic and strategic goals.

GPRC has a formal process in place to guide the identification, assessment, treatment, monitoring and reporting of risks across the institution. This process includes the use of established protocols for the reporting of incidents of legislative non-compliance and steps to remediate instances of non-compliance. All GPRC employees are involved in these efforts, as working to ensure a safe and secure college is part of the daily responsibility of all staff.

Through a proactive Health, Safety, and Environmental program, as well as a Security program, GPRC continues to provide a safe, healthy, and secure environment for all members of the GPRC community. Both programs are aimed at protecting our students, employees, contractors, and the general public from injury and/or financial loss.

GPRC has identified emergency preparedness as a priority for capital spending (see Appendix F: Capital Plan), and proposed a significant investment in 2017–2018 to improve on-campus communication, security surveillance equipment, and other safety features.

PRIORITY INITIATIVES	EXPECTED OUTCOMES	DEADLINE	PERFORMANCE MEASURES
Facility Access Control	▶ Engineered and administrative controls in place to protect campus property	July 2017 September 2018	▶ Facility Access Policy updated, vetted through GPRC community and approved ▶ Re-key project of the Grande Prairie and Fairview Campus buildings completed (excluding Residences). Engineered controls include new electronic keys, card access, and new keys/cards issued to GPRC community
Update ERM Processes	▶ ERM Policy and Guidelines reviewed, and processes updated to reflect the viable culture of ERM at GPRC	June 2018	▶ ERM Policy and Guidelines updated, vetted through community, and approved
Updated Emergency Preparedness Program	▶ User friendly information about building egress available to all staff	September 2017	▶ Publicly accessible emergency egress guides completed and approved
Compliant with legislation	▶ GPRC protocols are followed to identify legislative non-compliance and include action items to achieve compliance	September 2018	▶ Instances of legislative non-compliance reduced
Viable Health, Safety, and Environmental Program	▶ Completion of the Health, Safety, and Environmental Manual (Beginning point for future ERM goal of 100% GPRC employee safety training. Creates a framework for GPRC to work towards Safety Certificate of Recognition (COR)	September 2018	▶ Compliant with OHS legislation

APPENDIX A:

FINANCIAL & BUDGET INFORMATION

THREE YEAR PLAN

With the expectation that Campus Alberta grant funding will remain flat, as well as the anticipation of static enrolment and continuation of the tuition freeze, GPRC is forecasting deficit budgets for 2018–2019 and 2019–2020. During 2017–2018 budget meetings, the Operational Budget Committee committed to commencing strategizing meetings in order to strive towards finding efficiencies that enable necessary investments to support strategic goals.

GRANTS & REVENUE

In March 2017, GPRC received confirmation of a 2% increase in base grant funding for the 2017–2018 fiscal year, amounting to \$880,000. Apprenticeship and Industry Training (AIT) seats will decrease by 21.8% (365 seats) for 2017–2018, which translates to an estimated loss of \$1.2 million in grant dollars and \$272,000 in tuition revenue. The net impact of these changes on revenue is a decrease of \$592,000. Additional adjustments were required for Infrastructure and Maintenance Program funding, as well as increased Federal funding in the areas of Research and Innovation and Indigenous and Northern Affairs funding. Finally, a more conservative budget figure for fundraising and donations was determined, all resulting in a net increase to GPRC's revenue budget of \$320,000.

EXPENSES

In order to produce a balanced budget for 2017–2018, the Operational Budget Committee was tasked with finding efficiencies and prioritizing new expenses based on institutional needs. The decreased trade seats allowed for cost savings from instructors and various supplies budgets, while investment was required for contractual obligations, as well as to support the strategic goals of recruitment and retention.

BUDGET DEVELOPMENT & STRATEGIES

GPRC delivers a balanced budget for 2017–2018. GPRC's Operational Budget Committee includes the Executive Committee members, as well as Deans and Directors and the

Business Services Manager. Guided by our Vision, Mission, and Values, along with the Committee's Terms of Reference, the group reviewed and evaluated numerous revenue generating opportunities, budget asks, and proposed efficiencies. During this process, the priorities of recruitment and retention were identified and necessary ongoing and one-time investments were determined.

For all ongoing and one-time investments, committee members were required to submit a briefing note proposal describing the request, its strategic alignment and budget implications, as well as key considerations, alternatives and recommendations. These briefing notes were used to facilitate discussion amongst committee members and ensure approvals were made based on institutional priorities.

HUMAN RESOURCE STRATEGIES

As directed by the provincial government, Administrative and Executive salaries will remain at 2015–2016 rates until 2018. Negotiations for all bargaining groups are ongoing and the result of collective bargaining negotiations are unknown. For 2017–2018 there is no expectation of a negotiated increase; however the costs of step increases were planned. These assumptions were carried forward and applied to the two fiscal years beyond 2017–2018.

STAFFING STRATEGIES

To align staffing levels with decreases to AIT seats, a number of staffing reductions were necessary. In total, seven full time instructional positions were no longer required because of the decrease in AIT seats. Contractual obligations and curriculum changes required 1.2 new positions in Nursing; while the institution's goal of retention and recruitment was supported by the addition of 3 full-time Student Success Officers. Finally, 1.5 new administration positions were funded to help mitigate risks associated with contract administration and employee versus contractor requirements.

PROGRAM INVESTMENT

GPRC is investing in:

- ▶ Nursing Education (Sessional Instructor and Exchange Program)
- ▶ Arts & Education (Philosophy Instructor, Drama Instructor, Recording Studio position and implementation of strategic plan)
- ▶ Recruitment and Retention (3 Student Success Officers)
- ▶ Student Support and Services (Accessibilities Accommodations)
- ▶ Research & Innovation
- ▶ External Relations
- ▶ Administrative Support (Facility Maintenance and Operations and Information Technology)

LOOKING FORWARD

As in previous years and continuing into the future, GPRC has committed to reduce organizational discretionary spending, as

well as seek opportunities where possible to generate revenue. Additionally, GPRC continues to strive to provide better service at a lower cost, continuing investment in technological initiatives. In particular, the implementation of enhanced student-focused business processes throughout the entire student lifecycle and a student information system that tightly integrates with our existing Enterprise Resource Planning (ERP) system.

PUBLIC SECTOR ACCOUNTING CONSIDERATIONS

With a number of new accounting standards being issued, GPRC evaluated the potential impact that these may have on the three year plan. The Public Sector Accounting Board has issued the following new accounting standards, which it was determined will have minimal or no impact on GPRC's next 3 fiscal years:

- ▶ PS 2200 Related Party Disclosures and PS 3420 Inter Entity Transactions
- ▶ PS 3210 Assets, PS 3320 Contingent Assets and PS 3380 Contractual Rights

PROJECTED CONSOLIDATED STATEMENT OF OPERATIONS BY FUNCTION

		2017-2018 BUDGET	2018-2019 FORECAST	2019-2020 FORECAST
Revenue				
Government of Alberta grants	Note 1	51,005,809	51,005,809	51,005,809
Federal and other government grants		2,816,890	2,816,890	2,816,890
Student tuition and fees	Note 2	9,550,313	9,550,313	9,550,313
Sales of services and products	Note 3, 4	7,066,290	7,158,152	7,251,208
Donations and other contributions	Note 5	1,400,448	1,400,448	1,400,448
Investment income	Note 6	539,000	539,000	539,000
Total Revenue		72,378,749	72,470,611	72,563,667
Expense				
Instruction		28,146,334	29,127,276	29,494,370
Academic and student support		10,817,780	10,826,700	10,973,437
Facilities operations and maintenance		12,788,036	11,981,332	12,128,190
Institutional support		13,425,643	15,047,787	15,320,961
Ancillary services		4,188,605	4,222,471	4,284,815
Sponsored research		2,276,822	2,475,920	2,521,445
Special purpose and trust		735,528	847,345	852,179
Total Expenses		72,378,749	74,528,830	75,575,398
Annual operating surplus (deficit)		-	(2,058,219)	(3,011,731)
Endowment contributions		-	-	-
Annual surplus (deficit)		-	(2,058,219)	(3,011,731)
Accumulated surplus, beginning of year		35,883,146	35,883,146	33,824,927
Accumulated surplus, end of year		35,883,146	33,824,927	30,813,196

- ▶ PS 3430 Restructuring Transactions
- ▶ PS 3450 Financial Instruments

BUDGET ASSUMPTIONS

Note 1: Base funding to increase by 2% in 2017–2018 and remain static for the subsequent 2 fiscal years.

Note 2: A decrease in AIT seats resulted in lower tuition and related fees for 2017–2018 and forecasted to remain static in the subsequent 2 fiscal years. Only a slight increase in enrollment is projected, therefore minimal financial impact.

Note 3: Sales, rentals and services are projected to increase by 1.3% (CPI estimate).

Note 4: Revenue from contract programs is projected to increase by 1.3% (CPI estimate).

Note 5: Fundraising and donations are conservatively estimated to remain static.

Note 6: Investment income is anticipated to remain modest given current interest rates.

Note 7: Salary and benefit increases are a result of inflation and are estimated at 1.0% for both 2018–2019 and 2019–2020.

Note 8: Supplies and Services are anticipated to increase by 1.3% (CPI estimate), plus required spending for planned initiatives.

Note 9: Maintenance and repairs are anticipated to increase 1.3% (CPI estimate).

Note 10: Utilities are projected to increase by 1.3% (CPI estimate).

Note 11: Cost of goods sold is projected to increase by 1.3% (CPI estimate).

PROJECTED CONSOLIDATED STATEMENT OF OPERATIONS BY OBJECT

		2017–2018 BUDGET	2018–2019 FORECAST	2019–2020 FORECAST
Revenue				
Grants	Note 1	53,822,698	53,822,698	53,822,698
Tuition and related fees	Note 2	9,550,313	9,550,313	9,550,313
Sales, rentals, and services	Note 3	5,833,240	5,909,072	5,985,890
Contract programs	Note 4	1,233,050	1,249,080	1,265,318
Fundraising and donations	Note 5	1,400,448	1,400,448	1,400,448
Investments	Note 6	539,000	539,000	539,000
Total Revenue		72,378,749	72,470,611	72,563,667
Expense				
Salaries and benefits	Note 7	48,814,590	49,302,736	49,795,764
Materials, supplies, and services	Note 8	14,096,473	15,709,727	16,213,954
Amortization of tangible capital assets		5,273,000	5,273,000	5,273,000
Maintenance and repairs	Note 9	1,763,715	1,786,643	1,809,870
Utilities	Note 9	1,899,121	1,923,809	1,948,819
Cost of goods Sold	Note 10	81,850	82,914	83,992
Scholarships and bursaries		450,000	450,000	450,000
Total Expenses		72,378,749	74,528,830	75,575,398
Annual operating surplus (deficit)		-	(2,058,219)	(3,011,731)
Endowment contributions		-	-	-
Annual surplus (deficit)		-	(2,058,219)	(3,011,731)
Accumulated surplus, beginning of year		35,883,146	35,883,146	33,824,927
Accumulated surplus, end of year		35,883,146	33,824,927	30,813,196

2017-2018 BUDGETED CONSOLIDATED OF CHANGE IN NET FINANCIAL ASSETS

Annual Surplus (deficit)	-
Acquisition of tangible capital assets	(4,000,000)
Proceeds from sale of tangible capital assets	-
Amortization of tangible capital assets	5,273,000
Loss on sale of tangible capital assets	-
Change in inventories of supplies	(39,584)
Change in prepaid expenses	(149,244)
Change in spent deferred capital contributions	(1,435,790)
Net accumulated remeasurement gains (losses)	-
Decrease in net financial assets	(351,618)
Net financial assets, beginning of year	4,228,976
Net financial assets, end of year	3,877,358

2017-2018 BUDGETED CONSOLIDATED STATEMENT OF CASH FLOWS

Operating transactions	
Annual surplus (deficit)	-
Add (deduct) non-cash items:	
Amortization of tangible capital assets	5,273,000
Loss on disposal of tangible capital assets	-
Expended capital recognized as revenue	(2,814,276)
Increase in employee future benefit liabilities	95,626
Increase in accounts receivable	(107,995)
Increase in inventories for resale	(39,584)
Increase in accounts payable and accrued liabilities	379,967
Decrease in deferred revenue	(96,685)
Increase in spent deferred capital contributions, less expended capital recognized as revenue	1,378,486
Decrease in inventories of supplies	505
Increase in prepaid expenses	(149,244)
Cash provided by operating transactions	3,919,801
Investing transactions	
Purchase of investments	(6,100,000)
Proceeds on sale of investments	7,100,000
Cash provided by investment transactions	1,000,000
Financing transactions	
Debt - repayment	(527,500)
Debt - new financing	-
Cash applied to financing transactions	(527,500)
Capital transactions	
Acquisition of tangible capital assets	(4,000,000)
Proceeds on sale of tangible capital assets	-
Cash applied to capital transactions	(4,000,000)
Increase in cash and cash equivalents	392,301
Cash and cash equivalents, beginning of year	1,712,484
Cash and cash equivalents, end of year	2,104,785

APPENDIX B: ENROLMENT PLAN & PROPOSED PROGRAMMING CHANGES

GPRC programs and specializations are annually reviewed for quality, applicability, viability and accessibility. This review is conducted through a rigorous Program Review process that includes both quantitative and qualitative goals and measures. The Program Review Committee evaluates all programs on the basis of enrolment targets, course registrations, faculty and staff engagement, current and future challenges and opportunities, and effectiveness. The committee provides guidance on strategic alignment of programs to existing GPRC goals and offers recommendations for future improvement in all programs. Programs experiencing challenges are given clear timelines to address these challenges.

For many years, GPRC successfully collaborated with Athabasca University in offering the Bachelor of Commerce (Accounting and Management Majors) and Bachelor of Arts in Psychology degrees on the Grande Prairie campus. This collaboration ensured on-site, “face to face” degree options for regional students.

Since Athabasca University has returned to its original mandate of distance delivery for students, face-to-face offerings in GPRC’s stewardship region have been discontinued. However, discussions continue around potential collaboration to ensure the provision of a Bachelor of Arts (Psychology) “face to face” completion option in Grande Prairie.

GPRC has entered into a partnership with SAIT to provide a face-to-face Bachelor of Business Administration (Accounting major) degree completion option for Business Administration diploma students – This program will commence in September of 2017. The provision of a Management major may also be explored as a second specialization for students within the Bachelor of Business Administration, providing there is adequate student demand.

In 2017, Advanced Education requested that GPRC make decisions on programs that have had no enrolment in the past few years, but that have remained active in the Provider and

Program Registry System (PAPRS). In turn, GPRC, through the Program Review Committee recommendations, submitted termination proposals for eleven programs and suspension proposals for seven programs. The majority of these programs came to GPRC in 2009 through the NAIT North transition; they had not been offered by NAIT or the former Fairview College for several years and had never been offered by GPRC.

In addition, GPRC suspended the Commercial Beekeeping, Hospitality and Tourism Management, Pre-Employment Millwright, Transitional Vocational Program, Emergency Medical Responder, Drama, and Outdoor Power Equipment Technician programs. GPRC will work and collaborate with Advanced Education in future program and curriculum changes.

Future program development will be contingent on funding from Advanced Education; GPRC cannot develop new programs without supporting funding allocation to the institution. Program development requires funding; GPRC will continue to work with Advanced Education and to engage the community and regional organizations to secure funding for potential new programs and initiatives for learners.

It is GPRC’s obligation and role to develop the health programming critical to the new hospital under construction in Grande Prairie. The School of Health, Wellness and Career Studies has completed initial needs assessment and delivery costs research. In stage 1, the following programs were identified as being of critical importance: Occupational/Physical Therapy Assistant, Health Information Management, and Pharmacy Technician diploma programs.

GPRC is responding to community demand for new graduates in health programming and is striving to address the employment gap identified in the Economic Impact and Gap Analysis of the new Grande Prairie hospital. In stage 2, planning and development are underway in the following program areas:

- ▶ Practical Nursing
- ▶ Health Care Aide
- ▶ Paramedic
- ▶ Licensed Practical Nurse

In collaboration with regional organizations and employers, GPRC is exploring the viability of establishing a Culinary Arts program in Jasper. Initial needs assessment and consultation of regional organizations and employers was completed; GPRC is now completing a case to present a potential program format to stakeholders for potential program launch in the fall 2018.

In the 2016–2017 academic year, GPRC proposed the Office Administration – Legal and Dental Office Clerk certificate programs and received approval from the Ministry of Advanced Education for delivery in September of 2017. GRPC is working with various internal departments for recruitment, marketing,

implementation, and delivery of the programs starting in fall 2017. GRPC is diversifying program offerings and expects to increase programs and overall enrolment.

The Strategic Enrolment and Retention Committee, in coordination with internal departments, has established yearly plans for recruitment and retention strategies. A new plan and strategy is being developed to recruit and retain students through collaborative recruitment that includes each academic department, marketing, and extracurricular initiatives. These initiatives include direct contact with, and support of, potential students from inquiry to graduation. The new strategy will focus on targeted recruitment for low enrolled programs, create new or enhance existing on-campus and off-campus student experiences, and establish connections with regional high school district boards.

GPRC FULL LOAD EQUIVALENT (FLE) TREND

		2015–2016 ACTUALS	2016–2017 ESTIMATE	2017–2018 PROJECTION	2018–2019 PROJECTION	2019–2020 PROJECTION
Aboriginal Administration	Aboriginal Administration	0.3	2.7	2.7	2.8	2.8
Academic Upgrading	Academic Upgrading	132.2	108.2	109.6	110.6	111.8
Animal Health Technology	Animal Health Technology	45.7	53.7	54.4	54.9	55.5
Apprenticeship	Automotive Service Technician	24.0	20.0	20.0	20.0	20.0
	Carpenter	17.9	14.7	14.7	14.7	14.7
	Electrician	113.6	99.5	99.5	99.5	99.5
	Heavy Equipment Technician	104.4	80.6	80.6	80.6	80.6
	Instrument Technician	3.7	1.1	1.1	1.1	1.1
	Millwright	38.7	34.4	34.4	34.4	34.4
	Motorcycle Mechanic	21.7	20.3	20.3	20.3	20.3
	Parts Technician - Parts Technician	18.7	16.3	16.3	16.3	16.3
	Plumber	9.9	9.6	9.6	9.6	9.6
	Sheet Metal Worker	2.3	2.0	2.0	2.0	2.0
	Steamfitter-Pipefitter	23.0	19.0	19.0	19.0	19.0
	Welder	45.1	32.6	32.6	32.6	32.6
	Business Administration Certificate	105.5	118.0	119.4	120.6	121.8
Business Administration Diploma	Accounting	13.6	14.8	15.0	15.1	15.3

GPRC FULL LOAD EQUIVALENT (FLE) TREND

		2015–2016 ACTUALS	2016–2017 ESTIMATE	2017–2018 PROJECTION	2018–2019 PROJECTION	2019–2020 PROJECTION
	Financial Services	4.0	9.0	9.1	9.2	9.3
	General	13.6	6.8	6.9	7.0	7.0
	Management		6.9	7.0	7.1	7.1
	Accounting and Investment Management		2.9	2.9	3.0	3.0
	Marketing	2.5	2.1	2.1	2.1	2.2
Commercial Beekeeper	Commercial Beekeeper	1.2				
Computer Systems Technology Certificate	Computer Systems Technology Certificate	12.8	19.9	20.1	20.3	20.5
Computer Systems Technology Diploma	Computer Systems Technology Diploma	3.7	2.3	2.3	2.4	2.4
Co-operative Trades Orientation	Co-operative Trades Orientation		4.8	10.0	10.0	10.0
Early Learning and Child Care	General	55.8	54.9	55.6	56.1	56.7
	Early Learning and Child Care	17.4	14.3	14.5	14.6	14.8
Educational Assistant	General	11.9	29.0	29.4	29.7	30.0
Fitness Leadership	Personal Trainer	11.0	29.9	30.3	30.6	30.9
	Fitness Leadership	21.6				
Harley Davidson Technician	Harley-Davidson Technician	13.5	13.0	13.2	13.3	13.4
Hospitality and Tourism Management	Hospitality and Tourism Certificate	2.8				
Kinesiology	Kinesiology		0.8	0.8	0.8	0.8
Motorcycle Mechanic	Motorcycle Mechanic	14.0	11.6	11.7	11.8	12.0
Music Diploma	Music Technology	2.5	0.3	0.3	0.3	0.3
	Performance	6.5	4.1	4.1	4.1	4.2
Office Administration Certificate	Basic Bookkeeping	20.3	19.1	19.3	19.5	19.7
	Dental Office	4.8	6.5			
	Office Administration	18.1	30.4	30.8	31.1	31.4
	Oil & Gas	15.5	3.4	3.4	3.4	3.5
	Legal			5.0	5.0	5.0
Dental Office Clerk	Dental Office Clerk			6.5	6.5	6.5
Office Administration Diploma	Legal Secretary Specialist	0.6				
	Microcomputer Office Specialist	0.4				
	Professional Bookkeeping Specialist	0.5				

GPRC FULL LOAD EQUIVALENT (FLE) TREND

		2015–2016 ACTUALS	2016–2017 ESTIMATE	2017–2018 PROJECTION	2018–2019 PROJECTION	2019–2020 PROJECTION
Office Administration Intensive Diploma	Legal Secretary	0.3				
	Microcomputer Office Specialist	1.9	0.4			
Open Studies	Open Studies	171.5	177.9	180.1	181.9	183.7
Parts & Materials Technician Certificate	Parts & Materials Technician Certificate	12.2	13.1	13.2	13.4	13.5
Perioperative Nursing	Perioperative Nursing	8.3	27.3	8.0	9.0	9.0
Power Engineering	Fourth Class	42.9	38.0	35.0	35.0	35.0
	Third Class	9.6	19.9	20.2	20.4	20.6
Pre-Employment	Welding		4.5	4.6	4.6	4.6
ThinkBIG Service Technician	ThinkBIG Service Technician	51.6	47.5	48.1	48.5	49.0
Unit Clerk	Unit Clerk	18.6	27.7	36.0	36.0	36.0
UT: Bachelor of Arts	UT: Bachelor of Arts	91.3	98.8	100.1	101.1	102.1
UT: Bachelor of Commerce	UT: Bachelor of Commerce	63.8	36.5	46.5	37.3	37.7
UT: Bachelor of Education	UT: Bachelor of Education	118.6	123.3	124.8	126.0	127.3
UT: Bachelor of Engineering	UT: Bachelor of Engineering	20.2	15.9	16.0	16.2	16.4
UT: Bachelor of Fine Arts	UT: Bachelor of Fine Arts	6.4	6.3	6.3	6.4	6.5
UT: Bachelor of Music	UT: Bachelor of Music	13.6	11.0	11.1	11.2	11.4
UT: Bachelor of Kinesiology	UT: Bachelor of Kinesiology	27.5	42.5	43.1	43.5	43.9
UT: Bachelor of Science	UT: Bachelor of Science	74.5	73.1	74.0	74.7	75.5
UT: Bachelor of Science in Computing Science	UT: Bachelor of Science in Computing Science	12.1	8.0	8.1	8.2	8.3
UT: Bachelor of Science in Nursing	UT: Bachelor of Science in Nursing	143.9	143.0	144.7	146.2	147.6
Visual Arts and Design	Visual Arts and Design	13.0	16.4	16.6	16.8	16.9
Grand Total		1,877	1,851	1,873	1,879	1,893

New programs launched in 2016–2017 and/or to be launched in 2017–2018

Terminated program effective July 1, 2017

Reactivated program for 2016–2017, no enrolment in 2015–2016

UT: Bachelor of Kinesiology had name changed from UT: Bachelor of Physical Education

The decline in FLE is directly related to the decline in Apprenticeship. Apprenticeship FLE decreased by 72.9 from 2015–2016 to 2016–2017

ACTIVE PROGRAMS: NO ENROLMENT

PROGRAM NAME	SPECIALIZATION NAME	NOTES
Apprenticeship	Welder - Wire Process Operator	Decision to be made for delivering/suspending/terminating this program
Business Administration Diploma	E-Commerce	Decision to be made for delivering/suspending/terminating this program
Heavy Equipment Certificate	Heavy Equipment Certificate	Reactivated for Fall 2017
Power Engineering	Gas Process Operations	Decision to be made for delivering/suspending/terminating this program
Power Engineering	First Class	Decision to be made for delivering/suspending/terminating this program
Power Engineering	Second Class	Decision to be made for delivering/suspending/terminating this program
Power Engineering	Fifth Class	Decision to be made for delivering/suspending/terminating this program
Power Engineering Certificate	Power Engineering - Fairview	Decision to be made for delivering/suspending/terminating this program
Pre-Employment	General Mechanics	Decision to be made for delivering/suspending/terminating this program
Pre-Employment	Machinist	Decision to be made for delivering/suspending/terminating this program
Pre-Employment	Carpenter	Decision to be made for delivering/suspending/terminating this program
Pre-Employment	Electrician	Decision to be made for delivering/suspending/terminating this program
Pre-Employment	Machinist/Millwright	Decision to be made for delivering/suspending/terminating this program
Turfgrass Equipment Technician	Turfgrass Equipment Technician	Decision to be made for delivering/suspending/terminating this program
Visual Arts and Design	Interactive Digital Design	Decision to be made for delivering/suspending/terminating this program
Visual Arts and Design	Studio Practice	Decision to be made for delivering/suspending/terminating this program





APPENDIX C: RESEARCH, APPLIED RESEARCH & SCHOLARLY ACTIVITIES

In 2007, GPRC and its community partners created the Centre for Research & Innovation (CRI) to lead the development of applied research and innovation capacity for GPRC and the community. Since 2016, the Research & Innovation department has fulfilled and expanded this mandate; the current department of Research & Innovation has increased both its innovation and research capacity and activity.

GPRC determines its research priorities based on its institutional strengths and regional needs, while also ensuring that through effective collaboration with Campus Alberta partners, the institution participates in meeting the research and innovation needs of the province.

Throughout its research activities, the Research & Innovation department strives to involve both students and faculty in the research activities it undertakes and leads. GPRC has seen a steady increase in the involvement of both faculty and students in research and innovation activities.

In addition, the Research & Innovation department is engaged in the facilitation of research essential to the institution's goal of

becoming nationally recognised for its research activities. GPRC recognizes the need to increase faculty engagement in scholarly activity and research if the institution is to meet this goal.

This department retains its lead role in promoting a culture of innovation within the GPRC community and the stewardship region at large. Currently, Research & Innovation provides leadership to the National Bee Diagnostic Centre and the ground-breaking Pollutants to Products research, as well as to the newly established Community Enhancement Research initiative.

The Department of Research & Innovation is also GPRC's representation on the Grande Prairie Regional Innovation Network (GPRIN). GPRIN is focused on innovation services for regional innovators and participates as a Funding Partner and supplier of applied research expertise, as well as Administrative Agent, for the partnership.

GPRC is developing a commercialization framework that will allow the responsive, effective commercialization of GPRC research.

RESEARCH & INNOVATION – FOCUS OF EFFORT

Focus 1: Collaborate with the Campus Alberta system to develop a robust Pan-Alberta applied research network and system.

The Research & Innovation department leads efforts on behalf of GPRC, to facilitate faculty collaborations with colleagues throughout Campus Alberta and to contribute materially to Alberta system-wide research capacity.

Initiative 1.1: Actively participate in both Government of Alberta developments as appropriate, and Campus Alberta research administration and research based activities that involve staff, students, and other researchers.

Focus 2: Develop applied research programs at GPRC that are consistent with both current capacity and current and emerging programs. These programs will provide opportunity to strengthen student and faculty engagement in applied research, and will be within the context of the Alberta Research Plan, the Advanced Education Business Plan, and international research excellence. They will result in social and economic benefits to the region and beyond.

Applied research programs at GPRC are developed as both project-based and initiative-based. GPRC's current researcher led grants and industry funded initiatives are:

- ▶ Pollutants-to-Products (P2P)

- ▶ National Bee Diagnostic Centre – Technology Access Centre
- ▶ Community Enhancement Research (GER)

Priority project areas include:

- ▶ Neuroscience Laboratory
- ▶ Nursing Education and Health Studies

Emergent projects include:

- ▶ Biomass technology development (AROWRN)
- ▶ Product development applied research (under the Innovation – Technology Commercialization banner)

Scholarly activity (including teaching and learning innovation and student entrepreneurship) is being developed as a distinct and essential component of GPRC's research and innovation presence.

Initiative 2.1: Foster research based activities that involve staff, students, and other researchers.

Initiative 2.2: Increase innovation opportunities for the community.

Focus 3: Promote research and innovation.

GPRC will continue to develop research and innovation capacity both within the institution and the community that meets the needs of its internal constituents while also providing “storefront” services for innovators and community partners.

Initiative 3.1: Complete rebranding of GPRC Research & Innovation (R&I) and the Grande Prairie Regional Innovation Network (GPRIN) within GPRC and the community, including distinguishing between ‘Research & Innovation’ – the department – and ‘research and innovation’ the activity (GPRC and community wide).

Initiative 3.2: Promote a culture of innovation which includes applied research, entrepreneurship, scholarly and creativity.

RESEARCH & INNOVATION – ALIGNMENT

GPRC aligns its research and innovation activities with provincial priorities and continues to invest in research and innovation support services that meet regional demand and leverage regional opportunity.

The realignment of research and innovation support and activity into GPRC Research & Innovation, with GPRIN as the community partnership, is already yielding a more robust research and innovation presence within the region.

GPRC has established base-grant-funding of Research & Innovation operational and applied research activity costs. GPRC strives to maintain Top 50 Applied Research College status as a keystone of its progress towards becoming a nationally recognised research institution.

GPRC faculty and students are actively engaged in a variety of research projects. GPRC’s Research & Innovation department continues to support faculty in their applications for a variety of grants, including Natural Science and Engineering Research Council (NSERC) and Social Science and Humanities Research Council (SSHRC) grants, that will assist in funding both research and innovation initiatives. Collaboration with other institutions on research and innovation remains a GPRC priority.

GPRC embraces its funding partner/administrative agent role for the Grande Prairie Regional Innovation Network (GPRIN), ensuring financial support from regional funding partners is aligned with Network priorities. This department works closely with the Alberta Innovates (AI) funded Technology Development Advisor (TDA) to provide services to an increasing number of regional innovators and inventors. Specifically, GPRC is increasing its focus on the applied research needs of regional innovators.

GPRC remains both Tri-Council (NSERC, SSHRC) and Canadian Foundation for Innovation (CFI) eligible. GPRC Research & Innovation will continue to guide the Pollutants to Products (P2P) initiative as it transitions from its Natural Sciences and Engineering Research Council (NSERC) funding to industry partner funding. P2P will focus on its micro-algae initiative in order to commercialize its microalgae photo-bioreactor (PBR), while the suspended solids and the new solar tracking innovations will advance as time and resources permit. The National Bee Diagnostic Centre – Technology Access Centre (both NSERC and industry funded) will transition into a National Centre of Excellence for Bees in partnership with Agriculture and Agri-Food Canada. Grants, industry fee-for-service contracts and investments currently suffice to maintain GPRC’s status as a Top 50 Research College.

RESEARCH & INNOVATION – CURRENT PRIORITIES & ANTICIPATED RESOURCE REQUIREMENTS

POLLUTANTS TO PRODUCTS (P2P)

The Principal Investigator/Manager of the micro-algae research project conducts continuous evaluation of the capacity of current funding to meet project research potential. Anticipated resource requirements to commercialize the bio-reactor include completion of the current prototype and its harvesting system and an upgrade of the sunlight software. Future needs include: additional equipment to develop micro-algae production and packaging equipment for shipping directly to sales (food or feed) or further processing (refining).

The Research & Innovation department will continue to pursue external funding for research partnerships. In advancing the P2P initiative GPRC will employ residual funds and existing staff to further the micro-algae initiative. GPRC will also submit proposals to NSERC’s CCI, Idea to Innovation, and Applied Research and Development programs in order to realize the commercialization of its micro-algae and suspended solids intellectual property once industry partners are secured.

NATIONAL CENTRE OF EXCELLENCE FOR BEES (NBDC)

Operating within the Memorandum of Understanding with the Agriculture & Agri-Food Canada (AAFC) Beaverlodge Research Farm (BRF), NBDC began providing diagnostic services to industry in April, 2013. Diagnostic services have expanded exponentially since operations began; indeed, the NBDC has reached capacity and is experiencing increased

demands for diagnostic and applied research services prompted expansion plans. As the recipient of a Federal Strategic Investment Fund grant, GPRC is now transitioning the National Bee Diagnostic Centre (NBDC) - Technology Access Centre (TAC) into the National Centre of Excellence for Bees, in partnership with Agriculture and Agri-Food Canada.

NBDC-TAC continues to expand its applied research involvement and to enhance its emergent University partnerships (University of British Columbia, University of Saskatchewan). Technology development will continue in conjunction with GPRIN. In order to meet current and emergent demand, the Centre will require additional operational funding to enable the Applied Scientist/ Manager to expand this important Regional and National Technology Access Centre (TAC) into the National Diagnostic Laboratory that was originally envisioned. The NBDC is currently receiving international attention and has hosted Visiting Scholars from Europe, Central and South America.

The NBDC full time staff complement exceeds the building's capacity. The current NSERC-TAC funding expires in spring 2018. While renewal is expected, it is not guaranteed. Current level of staffing and operational funds are insufficient to meet growing demand and external industry and researcher expectations as it embraces new NCE-Bees mandate.

RESEARCH & INNOVATION - EMERGENT OPPORTUNITIES (NON PRIORITIZED)

ANIMAL BASED RESEARCH

GPRC continues to develop procedures that enable large animal (cattle, sheep, and equine) and small animal (dogs, cats) applied research and innovation activity at its Fairview campus. Funding from, and partnerships with, Agriculture & Agri-Food Canada, Universities and regional applied research associations would enable advancement of this priority. GPRC has also renewed its partnership with AAFC Beaverlodge in order to emphasize the partnership is more than bees.

EVERGREEN CENTRE FOR RESOURCE EXCELLENCE AND INNOVATION

GPRC will continue its informal partnership and, through GPRIN, its financial support of the Evergreen Learning & Innovation Society and its plans for the Evergreen Centre for Resource Excellence and Innovation. This community based initiative, is focused on low impact techniques and practices for resource extraction practitioners.

NURSING

The Nursing department continues to implement its scholarship plan which includes applied research priorities developed in conjunction with regional Alberta Health Services and partner post secondary institutions. Future research funding and support needs will emerge as projects are identified; research on nursing practice remains the primary focus.

Scholarly Activities: GPRC recognizes the need to promote and support the research goals and aspirations of individual faculty members and those of their academic departments.

The Manager - Scholarship Innovation Research priorities include:

- ▶ Implementing Responsible Conduct of Research training for GPRC faculty staff and students as appropriate
- ▶ Developing and implementing of student directed-faculty mentored projects (innovation, applied research, entrepreneurship, creativity)
- ▶ Completing the development of policy and processes to support applied research and innovation
- ▶ Guiding the development of research plans for each School, program, and individual engaged

Pollutants to Products (P2P) Core Staff



Nursing



APPENDIX D: COMMUNITY OUTREACH & UNDERREPRESENTED LEARNERS

GPRC prides itself on being a responsive and engaged comprehensive community institution in the entirety of its stewardship region. GPRC has foundational relationships with internal and external organizations, community learning centres, and Indigenous communities. The on-campus Friendship Centre represents a collaboration between GPRC and the Grande Prairie Friendship Centre to better serve the Indigenous students on campus.

GPRC is proud to have signed the “Indigenous Education Protocol” with the Circle of Indigenous Students; this Protocol ensures and codifies GPRC’s commitment to Indigenous culture and students. Planning and initiatives are in progress for GPRC to work with Indigenous communities, organizations, and students to address the Truth and Reconciliation report’s items pertaining to post-secondary education and to create a strategic plan around institutional indigenization.

GPRC has partnered with TD Bank to support Indigenous students and families of GPRC by offering Indigenous cultural activities to on-campus housing residents, renewing the connection of Indigenous ceremonial life, and by increasing transitional supports for Indigenous students from high school

to post-secondary education. Additionally, Indigenous and adult learners are supported through:

- ▶ Indigenous Liaison Coordinator
- ▶ Elder in Residence
- ▶ Circle of Indigenous Students
- ▶ Spirit Seekers Youth Conference
- ▶ Indigenous Workshop Series – Led by department of Arts & Education and the On-Campus Friendship Centre
- ▶ Aboriginal Outreach Service Worker
- ▶ Department of Academic Upgrading
- ▶ Department of Continuing Education
- ▶ Department of Student Experience

GPRC’s proposal to the Ministry of Human Services to transition the Children’s Preschool Demonstration Centre to a \$25/day Daycare Centre was accepted. The funding supporting this program will allow GPRC to accommodate Adult learners aged 24–45, and financially challenged students who have young children in need of daycare. Adult learners aged 24–45 at GPRC, represent the second largest enrolment cohort, and GPRC will strive to create accessible educational opportunities for all learners.



GPRC provides additional learning support to regional learners through our Educational Technology and Learning Support Centres. These centres insure that distance and online learners are supported through educational technologies including teleconference, videoconference as well as portions of face-to-face instruction. GPRC has learning centres in Edson, Hinton, Jasper, and Grande Cache and also provides programming in the Grande Cache correctional institute, helping to bridge the gap between underrepresented learners and community programming.

GPRC accommodates a diverse range of learners from within its stewardship region and beyond; GPRC is particularly proud of the supports and accommodations it provides to learners from northern communities who are very new to post-secondary programming in an urban environment.

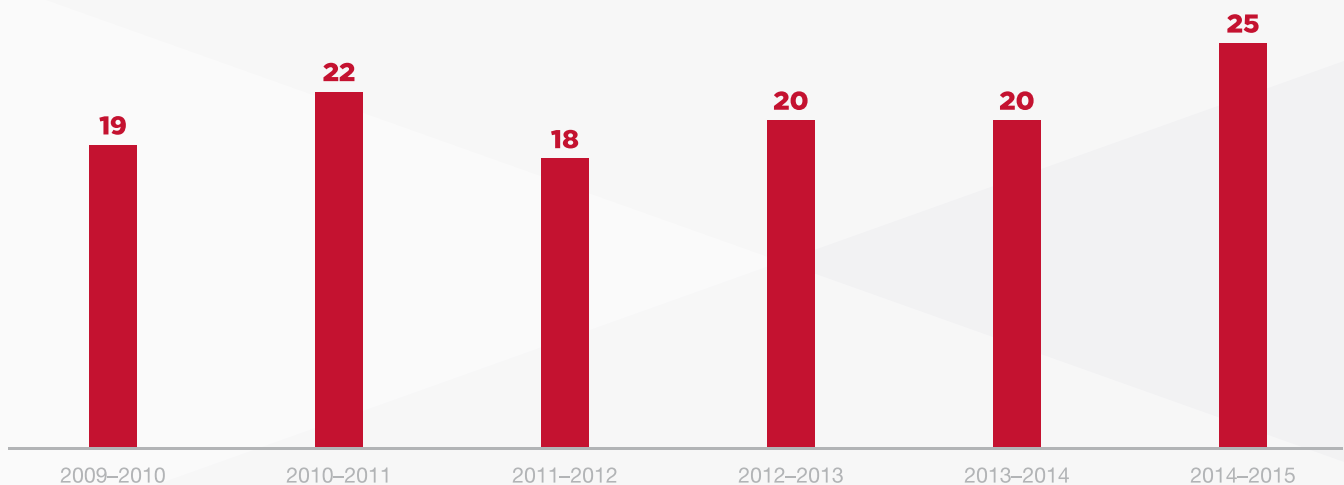
In 2015, due to budget constraints, GPRC suspended its Transitional Vocational Program. GPRC is actively pursuing reinstatement of this program, while not a post-secondary program, was highly enrolled and crucial to learners in our region, British Columbia, and the Northwest Territories. In 2015, approximately 55% of all learners in the Transitional Vocational Program came from British Columbia, and the Northwest Territories. GPRC has submitted a revised program proposal to the government for reinstatement and appropriate funding

of the program to begin in fall 2018; there is an urgent need for this programming in GPRC's stewardship region.

GPRC is working in collaboration with the Grande Yellowhead Public School Division to provide access to high school shop space for the delivery of trades and trades related courses. Plans are underway for the 2017 delivery of the Cooperative Trades Orientation Program as well as for the 2017 delivery of a Pre-employment Welding Program. These programs also create additional dual credit options for regional high school students. GPRC continues to facilitate lifelong participation in learning through partnerships with local school divisions, adult learning councils, friendship centres, and other community organizations. These efforts add value to GPRC programs and services but also the communities GPRC serves.

Over the past four years GPRC's dual credit program has seen tremendous growth as it has developed partnerships with GPRC, communities, high schools, and industry with the goal of increasing high school graduation and transition to post-secondary rates in our region. Twelve partnership agreements involving industries and school divisions across Alberta continue to contribute significantly to the program's success. Dual credit programming also plays an integral role in recruitment and retention at GPRC. Students who are undecided about their educational future are able to use dual

FIGURE: TRANSITIONAL VOCATIONAL PROGRAM – FULL LOAD EQUIVALENT (FLE) ENROLMENT



Source: Grande Prairie Regional College – Internal Data

credit as a means of post-secondary program investigation and discovery. GPRC's courses, instructors and campus life help dual credit make invaluable decisions regarding career choices. By attending GPRC in a dual credit capacity, students are prepared for post-secondary and equipped to succeed.

48 courses are currently available through dual credit at GPRC, an increase of 6 from March 2016:

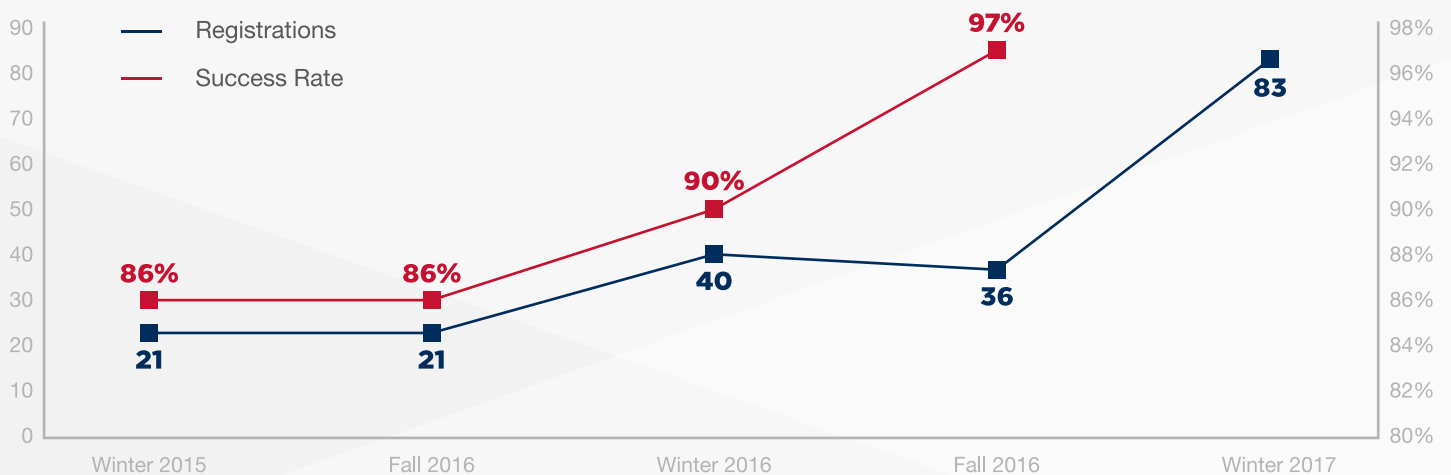
- ▶ 31 individual University Transfer and Certificate courses
- ▶ 4 pre-employment programs
- ▶ 8 Continuing Education (CE) safety tickets

42 dual credit students have successfully completed 8 Continuing Education (CE) safety tickets and a group of 20 more students started programming in April, 2017. The CE safety tickets benefit high schools who are anxious to offer unique opportunities for students who want to further their education in a variety of trades. Through this program, students have the opportunity to earn five high school credits in addition to developing job related skills. Providing the CE safety tickets through dual credit allows students who may not otherwise participate in post-secondary to become involved and see themselves as gaining a post-secondary education. GPRC's goal is to increase dual credit registrations to 150 by the year 2020 and to add five new courses in each of the next three years.

GPRC External Relations fosters supportive and positive relationships with GPRC's key stakeholders, including prospective students, alumni, community members, elected officials, members of the business community, media, community organizations, potential and current donors, and government personnel. The development of these relationships is accomplished through the work of cross-functioning departments: Communications and Marketing, Event Services and Development and Alumni Services.

- ▶ Communication and Marketing unit - supports the stakeholder relationship management function of GPRC, marketing initiatives to support student recruitment efforts that support revenue generation and Academic goals, and provides professional advice and support to GPRC on external and internal communication;
- ▶ Events Services unit - provides educational, cultural and conference/meeting services to the community as well as generates revenues for GPRC; and,
- ▶ Development and Alumni Services - generates revenues through fundraising and strengthens and maintains relationships with alumni and donors.

FIGURE: DUAL CREDIT PROGRAM – REGISTRATIONS AND STUDENT SUCCESS RATE



Source: Grande Prairie Regional College – Internal Data



APPENDIX E: INTERNATIONALIZATION

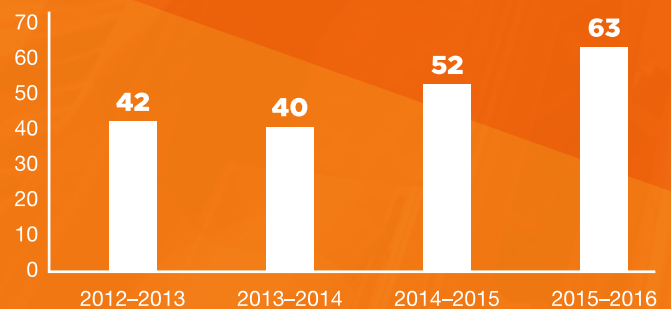
GPRC accommodates approximately 60 international students annually; these students are engaged in program areas as diverse as Business, Arts, Physical Education and Kinesiology, and University Transfer. GPRC continues to attract international students to the region; international student enrolment has increased 50% over the last three years in spite of the fact that GPRC has conducted no international recruitment activities.

The Ministry of Advanced Education has not, at present, provided a provincial post-secondary international plan and GPRC does not currently have the financial capacity to provide essential support services to large numbers of international students. However, GPRC is anxious to collaborate with Advanced Education, and sister institutions in Alberta, in the creation of an international student plan and strategy.

Coordination with internal and external organizations and institutions is a key component of the Alberta Learning System Principles. To this end, GPRC has entered into a strategic partnership with Holmesglen Institute School of Nursing in Melbourne, Australia. Like GPRC, Holmesglen hosts a new hospital on its grounds.

In May 2017, two GPRC faculty members visited Holmesglen Institute for a study tour which will include visiting clinical sites and simulations labs and exploring opportunities for collaborative scholarly activities and professional development. The faculty members will also compare the Australian health care system to that of Canada. In the next three years, GPRC plans to expand this partnership to include a student exchange program and joint scholarship activity.

FIGURE: INTERNATIONAL STUDENTS TREND – HEADCOUNT



Source: Grande Prairie Regional College – Internal Data





APPENDIX F: CAPITAL PLAN

In the fall of 2016, GPRC began the extensive process of updating its campus master plan for the Grande Prairie and Fairview campuses. The new plans will be completed by summer 2017 and will coincide with 50th anniversary celebrations on the Grande Prairie campus. The master plan will guide facilities and capital activities for the next 10 to 20 years.

Research and consultations have been extensive: 29 student, faculty, staff, and community meetings were held to gather input and share ideas about the future of GPRC. An online survey yielded almost 400 responses. Economic and demographic data was analyzed to determine realistic growth projections for enrolment. Academic plans for new programming were factored into this analysis, including the scenario of GPRC expanding degree completion options. The utilization of GPRC facilities and the need to repair or refurbish these facilities was also considered.

While work on the plan will continue beyond the production of this CIP, initial findings are incorporated into this capital plan, including the need for a regional High Performance Athletic Training Centre and gym expansion in Grande Prairie, and replacement of student dormitory housing in Fairview. Other

recommendations from the plan will be incorporated into future capital plans.

The three new priority projects in this capital plan are an expanded testing centre in Grande Prairie, with capital work projected for 2017–2018; the decanting of the Cardinal building in Grande Prairie following the transfer of health studies programs to the new regional hospital, with capital work projected to start in 2018–2019; and the previously noted expansion of athletics facilities, with capital work projected to start in 2018–2019. More details on each project are provided in the accompanying tables.

In 2017–2018, the process of the management of capital funds will be improved through the completion of an “evergreen” inventory. This list of replaceable capital assets will be used to improve budget forecasting and streamline administration. The inventory will include vehicles, capital training equipment, information technology hardware, and other capital assets that require replacement on a regular basis. As well, completion of the introduction of a new capital planning and approvals process will further standardize administrative processes and support the broader ServiceSmart initiative.

CAPITAL PROJECTS 2017-2018 TO 2020-2021

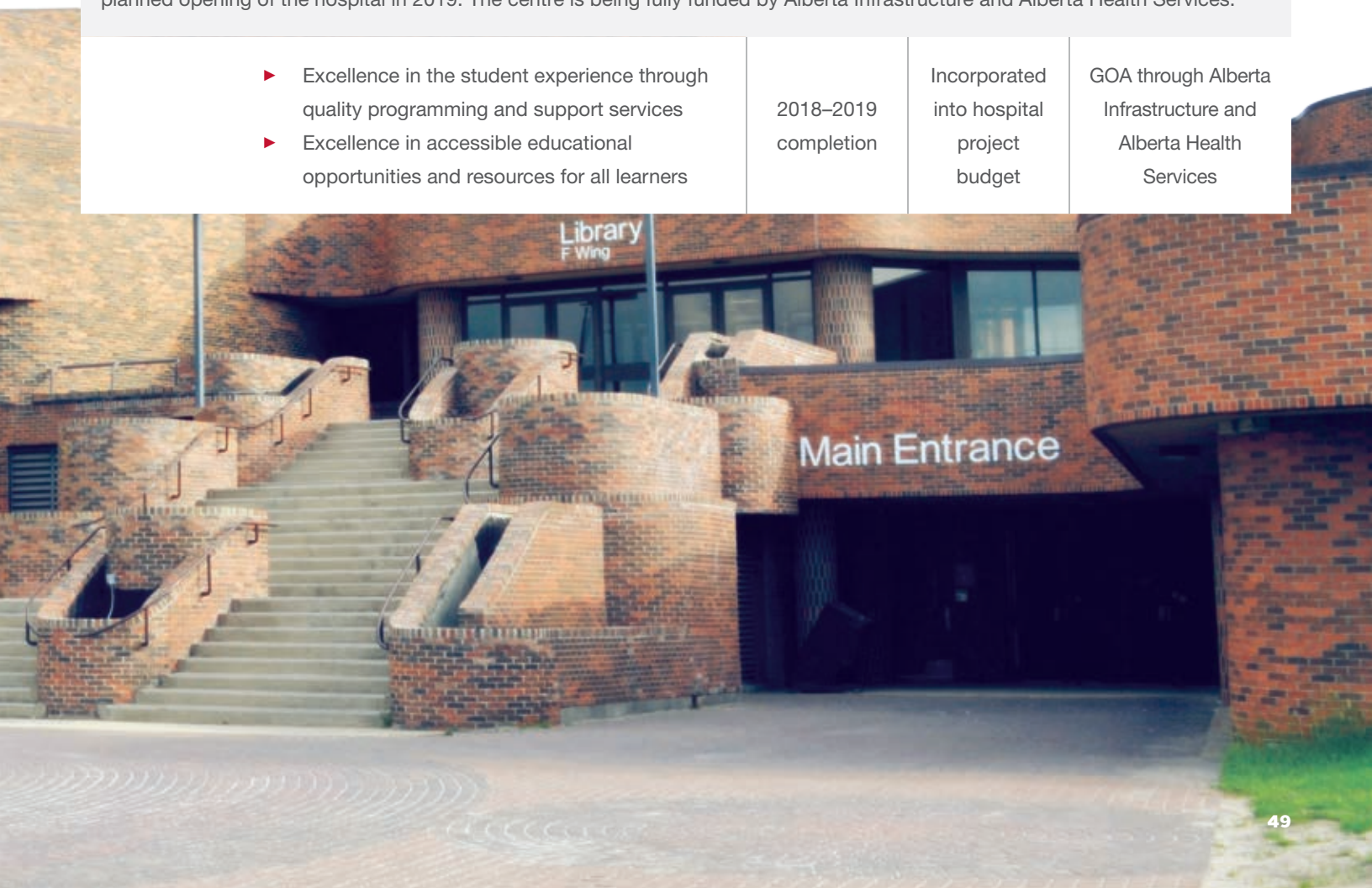
PROJECT CATEGORY	STRATEGIC ALIGNMENT	TIMELINE	ESTIMATED BUDGET	FUNDING SOURCES
Priority – Proposed	Proposed projects that must proceed in the next 3 to 5 years to address critical infrastructure and capacity needs. These projects have been submitted for funding support from the Government of Alberta.			
Priority 1: Testing Centre (Grande Prairie Campus) – Creation of a certified, barrier free testing centre to meet increasing demand for student exam accommodations and exams through partner institutions, as well as respond to a growing community need for a certified testing centre for trades, professional and academic program exams, and accreditation.				
	<ul style="list-style-type: none"> ▶ Excellence in the student experience through quality programming and support services ▶ Excellence in accessible educational opportunities and resources for all learners ▶ Excellence in Enterprise Risk Management through anticipatory and responsive initiatives 	2017–2018	\$250,000	GOA: \$250,000
Priority 2: Cardinal Building Decant (Grande Prairie Campus) – Renovations to the Cardinal Building following the transfer of the nursing program to the new regional hospital in Grande Prairie in 2019. The project will be guided by the recommendations of the Campus Master Plan that is currently being updated, with a targeted completion of Summer 2017. The renovations are intended to update the Cardinal Building to improve the student experience, such as through more study space, a redesigned library and student learning centre, barrier free washrooms and other amenities, classroom upgrades, and reconfiguration of departments to improve pedestrian flow. Space utilization will be optimized through room redesign to match classrooms, labs, and trades space to class size, per enrolment projections.				
	<ul style="list-style-type: none"> ▶ Excellence in the student experience through quality programming and support services ▶ Excellence in accessible educational opportunities and resources for all learners 	2018–2019 to 2022–2023	\$30,000,000	GOA: \$25,000,000 Foundation & Community: \$4,000,000 GPRC: \$1,000,000

CAPITAL PROJECTS 2017-2018 TO 2020-2021

PROJECT CATEGORY	STRATEGIC ALIGNMENT	TIMELINE	ESTIMATED BUDGET	FUNDING SOURCES
<p>Priority 3: High Performance Athletics Training Centre & Gym (Grande Prairie Campus) – Creation of a regional High Performance Athletic Training Centre to support student and community needs, and expansion of the gym accommodate athletic and community needs. GPRC is now in the process of updating the Campus Master Plan, with a targeted completion date of Summer 2017. Extensive consultations with students, faculty, staff, and members of the community have identified that updates to GPRC’s athletics facilities are a priority. These updates include creation of a regional centre to meet the training needs of elite athletes (the region currently lacks this facility) and expansion of the gym so that the institution can properly host Alberta Colleges Athletic Conference events as well as national championships.</p>				
	<ul style="list-style-type: none"> ▶ Excellence in the student experience through quality programming and support services ▶ Excellence in accessible educational opportunities and resources for all learners ▶ Excellence in community engagement and partnerships 	2018–2019 to 2021–2022	\$15,000,000	GOA: \$10,000,000 Foundation & Community: \$4,000,000 GPRC: \$1,000,000
<p>Priority – Approved Approved projects that are either underway or will proceed in the next 3 to 5 years to address critical infrastructure and capacity needs. These projects have been approved or funded, in part, by the Government of Alberta.</p>				
<p>Priority 1: National Bee Diagnostic Centre (Beaverlodge) – Expansion of Canada’s only full spectrum diagnostic laboratory dedicated to diagnostic services for the Canadian beekeeping industry. The project will double diagnostic capacity and include energy efficiency retrofits and other “greening” of lab facilities. Dedicated space will be added to meet the needs of students, industry professionals, post graduate students and visiting scholars. The project is being funded through the Post-Secondary Institutions’ Scientific Investment Fund that is jointly funded by the Government of Canada and the Government of Alberta.</p>				
	<ul style="list-style-type: none"> ▶ Excellence in Research and Entrepreneurship Opportunities in Academic Programming and in our Stewardship Region Communities ▶ Excellence in the Student Experience through Quality Programming and Support Services 	2016–2017 to 2017–2018	\$6,000,000	Post-Secondary Scientific Investment Fund: \$3,000,000 GOA: \$1,500,000 GPRC: \$1,500,000

CAPITAL PROJECTS 2017-2018 TO 2020-2021

PROJECT CATEGORY	STRATEGIC ALIGNMENT	TIMELINE	ESTIMATED BUDGET	FUNDING SOURCES
<p>Priority 2: Science Labs Modernization (Grande Prairie) – Modernize science wing labs to industry standard levels for equipment and finishes. As the major post-secondary institution in northwestern Alberta, local businesses, health care agencies and other employers rely on GPRC’s graduates to fill highly skilled, science-based jobs in oil and gas exploration, drilling, and extraction; pipeline system management and power engineering; medical treatment and diagnostics; kinesiology; and agri-food management, including beekeeping and animal health. Meeting these needs requires current, state-of-the-art facilities. The project is being funded through the Post-Secondary Institutions Scientific Investment Fund that is jointly funded by the Government of Canada and the Government of Alberta.</p>				
	<ul style="list-style-type: none"> ▶ Excellence in the student experience through quality programming and support services ▶ Excellence in accessible educational opportunities and resources for all learners 	2016–2017 to 2017–2018	\$3,200,000	Post-Secondary Scientific Investment Fund: \$1,600,000 GPRC: \$1,600,000
<p>Priority 3: Health Education Centre (Grande Prairie) – Creation of a 4,000 square metres facility in the new regional hospital in Grande Prairie that will be used to house GPRC health-related programming. The opening of the centre will coincide with the planned opening of the hospital in 2019. The centre is being fully funded by Alberta Infrastructure and Alberta Health Services.</p>				
	<ul style="list-style-type: none"> ▶ Excellence in the student experience through quality programming and support services ▶ Excellence in accessible educational opportunities and resources for all learners 	2018–2019 completion	Incorporated into hospital project budget	GOA through Alberta Infrastructure and Alberta Health Services



CAPITAL PROJECTS 2017-2018 TO 2020-2021

PROJECT CATEGORY	STRATEGIC ALIGNMENT	TIMELINE	ESTIMATED BUDGET	FUNDING SOURCES
Projects – Other	Other projects being planned or undertaken by GPRC. These include projects that still require funding but are of lower priority than those listed in the Priority – Proposed category, proposed projects that do not require provincial funding, and/or planned projects being fully funded by GPRC and/or the Foundation and community.			
Project 1: Space Expansion (West Yellowhead) – Planning to determine academic space needs in the West Yellowhead region, including Edson, Grande Cache, Hinton, and Jasper.				
	<ul style="list-style-type: none"> ▶ Excellence in the student experience through quality programming and support services ▶ Excellence in accessible educational opportunities and resources for all learners 	2017-2018	TBD	GPRC unrestricted net assets
Project 2: Centre of Excellence for Abilities (Fairview) – Planning to determine the viability of re-establishing the trans-vocational program and an affiliated purpose-built academic building and/or residence.				
	<ul style="list-style-type: none"> ▶ Excellence in the student experience through quality programming and support services ▶ Excellence in accessible educational opportunities and resources for all learners ▶ Excellence in community engagement and partnerships 	2017-2018	\$100,000	GPRC unrestricted net assets
Project 3: Classroom restoration (Grande Prairie and Fairview) – A continuing program to upgrade classrooms as part of a commitment to provide facilities that meet current teaching and technology standards as well as barrier free access.				
	<ul style="list-style-type: none"> ▶ Excellence in the student experience through quality programming and support services ▶ Excellence in accessible educational opportunities and resources for all learners 	2017-2018 to 2020-2021 (ongoing)	\$500,000 annually	GPRC unrestricted net assets

CAPITAL PROJECTS 2017-2018 TO 2020-2021

PROJECT CATEGORY	STRATEGIC ALIGNMENT	TIMELINE	ESTIMATED BUDGET	FUNDING SOURCES
<p>Project 4: Student residence (Fairview) – Replacement of three dormitories with a new facility reflecting current student housing standards. GPRC is currently in the process of updating the Campus Master Plan, with a targeted completion date of Summer 2017. Extensive consultations with students, faculty, staff, and members of the community have identified that the current condition of the dormitory residences is a major concern; the buildings date to the 1980s and do not reflect current standards, such as for washrooms, study space, and barrier free access. A facility review in 2015-2016 concluded that repairs and renovations are not cost-effective. GPRC plans to review its options, such as engaging with a partner to design/build/operate the residence, before commencing the project. The review will include a complete business case that includes a review of the impact of the project on GPRC’s debt and cash flows.</p>				
	<ul style="list-style-type: none"> ▶ Excellence in the student experience through quality programming and support services ▶ Excellence in accessible educational opportunities and resources for all learners 	2019-2020 to 2021-2022	\$10,000,000	GPRC Foundation GPRC unrestricted net assets
<p>Project 5: Emergency Preparedness (Grande Prairie and Fairview) – Through the Security program within the Enterprise Risk Management function, GPRC has identified the need to to improve on-campus communication, security surveillance equipment, and other safety features.</p>				
	<ul style="list-style-type: none"> ▶ Excellence in Enterprise Risk Management through anticipatory and responsive initiatives 	2017-2018 to 2020-2021	\$1,500,000	GPRC unrestricted net assets
<p>Project 6: Culinary School (Jasper) – Based on community interest, GPRC is investigating the potential viability of a culinary school or teaching facility in Jasper to support the regional tourism and hospitality sector. Since the project is in the discovery phase, a budget has not yet been developed.</p>				
	<ul style="list-style-type: none"> ▶ Excellence in the student experience through quality programming and support services ▶ Excellence in community engagement and partnerships ▶ Excellence in accessible educational opportunities and resources for all learners 	TBD	TBD	TBD

The following outlines the capital budget over three years, with funding sources noted for all proposed, approved and other projects.

CAPITAL PROJECT LIST				
PROJECT CATEGORY	FUNDING SOURCE	2017-2018	2018-2019	2019-2020
Priority - Proposed Projects				
Planned				
1. Student Testing Centre - Grande Prairie Campus				
	Government	\$250,000	-	-
	GPRC	-	-	-
	Foundation & Community	-	-	-
	Debt	-	-	-
2. Decant of Cardinal Building - Grande Prairie Campus				
	Government	-	-	\$15,000,000
	GPRC	-	\$100,000	\$900,000
	Foundation & Community	-	-	\$2,000,000
	Debt	-	-	-
3. Athletics facilities - Grande Prairie Campus				
	Government	-	\$1,000,000	\$4,000,000
	GPRC	-	\$300,000	\$200,000
	Foundation & Community	-	\$1,000,000	\$1,000,000
	Debt	-	-	-
Priority - Approved Projects				
Planned				
1. National Bee Diagnostic Centre - Beaverlodge				
	Government (SIF)	\$1,500,000	-	-
	GPRC	\$1,500,000	-	-
	Foundation & Community	-	-	-
	Debt	-	-	-
2. Science Labs Modernization - Grande Prairie Campus				
	Government (SIF)	\$800,000	-	-
	GPRC	\$800,000	-	-
	Foundation & Community	-	-	-
	Debt	-	-	-
3. Health Education Centre - Grande Prairie (Hospital)*				
	Government (SIF)	*	*	-
	GPRC	-	-	-
	Foundation & Community	-	-	-
	Debt	-	-	-

Construction of the new Grande Prairie Regional Hospital



Current GPRC Grande Prairie Campus athletics facility



CAPITAL PROJECT LIST

PROJECT CATEGORY	FUNDING SOURCE	2017-2018	2018-2019	2019-2020
Projects - Other				
1. Space Expansion - West Yellowhead				
	Government (SIF)	-	-	-
	GPRC	-	-	-
	Foundation & Community	-	-	-
	Debt	-	-	-
2. Centre for Excellence for Abilities Feasibility Study - Fairview Campus				
	Government	-	-	-
	GPRC	\$100,000	-	-
	Foundation & Community	-	-	-
	Debt	-	-	-
3. Classroom Restoration - Grande Prairie Campus and Fairview Campus				
	Government	-	-	-
	GPRC	\$500,000	\$500,000	\$500,000
	Foundation & Community	-	-	-
	Debt	-	-	-
4. Student Residence - Fairview Campus				
	Government	-	-	-
	GPRC	-	-	-
	Foundation & Community	-	-	\$1,333,000
	Debt	-	-	\$2,000,000
5. Emergency Preparedness - Grande Prairie Campus and Fairview Campus				
	Government	-	-	-
	GPRC	\$500,000	\$500,000	\$500,000
	Foundation & Community	-	-	-
	Debt	-	-	-
6. Culinary School - Jasper				
	Government	-	-	-
	GPRC	-	-	-
	Foundation & Community	-	-	-
	Debt	-	-	-
Capital Spending Summary				
	Government	\$2,550,000	\$1,000,000	\$19,000,000
	GPRC	\$3,400,000	\$1,400,000	\$2,100,000
	Foundation & Community	-	\$1,000,000	\$4,333,000
	Debt	-	-	\$2,000,000
	Total	\$5,950,000	\$3,400,000	\$27,433,000

* The cost of the space being provided to GPRC in the new hospital is incorporated into the larger hospital project budget under Alberta Infrastructure and Alberta Health Services. As a result, the project is not a capital expenditure for GPRC.

APPENDIX G: INFORMATION TECHNOLOGY

Information Technology (IT) is a critical enabler of the student and learning experience at GPRC. On campus, wireless networks provide students with fast, easy access to course resources, research materials, and student records, along with the ability to easily connect with instructors and other students. Off-campus, IT improves access to students throughout the service region by offering real-time classroom experiences and online course delivery via the Internet.

IT supports academic productivity and innovation, applied research, and administrative efficiency through applications and software that reduce workloads, support informed decision making, and allow for the storage, retrieval and analysis of data.

Over the past two years, GPRC has undertaken an extensive review of IT to ensure services continue to be of a high standard and are able to respond to growing and evolving needs and opportunities, including the expectations of a highly digitally literate student population, and cloud computing. As a result of this review, changes have been made in the areas of governance, organizational structure, business planning, policies

and procedures, system security, and network infrastructure.

In terms of software and applications, GPRC has invested in the updating of HR systems, the updating of classroom scheduling software, and has undertaken an extensive review of student information systems. This latter review identified gaps in GPRC's enterprise resource planning (ERP) processes and planning. A cost-benefit analysis identified that a cloud-based ERP would provide significant benefits to the institution as well as cost savings over the current, fragmented system. GPRC plans to begin a 2-year project in 2017-2018 to convert current software and processes to a new, integrated, more comprehensive system (see Priority Initiatives).

The following priority initiatives are ongoing, multi-year activities that provide GPRC with wide reaching benefits such as business process automation and standardization. The projects listed after the Priority Initiatives are specific activities of a shorter duration, often one year or less, that respond to immediate academic and business needs.

SUMMARY OF KEY PRIORITY INITIATIVES

The following is a list of the key IT priority initiatives that GPRC will be undertaking in the 2017–2020 period that require an incremental investment by GPRC.

INITIATIVE	STRATEGIC PRIORITY SUPPORTED	BUDGET	COMPLETION
ERP: Implementation of student-related business process enhancements and student management software related to all student management systems	Student Experience through Quality Programming and Support Services	\$2,600,000 Funding Source: GPRC Unrestricted Net Assets	March 2019
Creation of disaster recovery site for GPRC virtual servers	Enterprise Risk Management through Anticipatory and Responsive Initiatives	\$240,000 Funding Source: GPRC Capital Budget	October 2017
Expansion of the Virtual Desktop Infrastructure	Accessible Educational Opportunities and Resources for all Learners	\$240,000 Funding Source: GPRC Capital Budget	September 2017
Implementation of next-generation malware monitoring/prevention system	Enterprise Risk Management through Anticipatory and Responsive Initiatives	\$43,000 Funding Source: GPRC Operating Budget	December 2017

SUMMARY OF PROJECTS

In 2017–2018, the following projects will support both the strategic goals of GPRC and identified key priority initiatives. These projects do not require incremental funding as they will be funded out of existing monies.

INITIATIVE

Innovation and Automation: Investments will be made to enhance functionality and improve business processes in the following areas:

- ▶ Services available in the GPRC App
- ▶ Automation of signing authority delegation
- ▶ Completion of Expense Management System
- ▶ Management system for the GPRC Website

Priority Alignment: Student Experience through Quality Programming and Support Services

Desktop Computer Evergreening: Continued investment in the scheduled replacement of end user computing equipment to ensure that users have current computing equipment.

Priority Alignment: Student Experience through Quality Programming and Support Services

Infrastructure Maintenance/Evergreening: Continued investment in IT infrastructure necessary to ensure that infrastructure is current, stable, and meeting institutional needs. In 2017–2018, scheduled replacement of UPS, network, servers, storage, backup, and video conferencing equipment will occur.

Priority Alignment: Student Experience through Quality Programming and Support Services

Cyber Security Awareness and Monitoring: The 2017–2018 year will see a focus on improvements to security awareness and monitoring at GPRC, including the following initiatives:

- ▶ Implementation of automated data classification system.
- ▶ Deployment of mobile device management system.
- ▶ Deployment of staff security awareness training program to increase cyber-security awareness for staff and faculty

Priority Alignment: Enterprise Risk Management through Anticipatory and Responsive Initiatives.

Classroom Restoration: Classroom restoration is an ongoing activity that ensures that student learning environments include current technology and teaching tools, including the ability to meet distance learning requirements. Several classrooms will receive technology upgrades throughout the 2017–2018 year.

Priority Alignment: Student Experience through Quality Programming and Support Services

Health and Education Centre: GPRC is being allocated 4,000 square meters of space for health education programming in the new Grande Prairie Regional Hospital. GPRC Information Technology is working with its clients to ensure that technology and library learner services meet GPRC requirements.

GPRC



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