NORTHERN LIGHTS COLLEGE P3 CAMPAIGN PLATFORM FRAMEWORK

1.0 INTRODUCTION AND BACKGROUND

Northern Lights College (NLC) opened in 1975 and is a member of BC Colleges. NLC has campus locations in Chetwynd, Dawson Creek, Fort Nelson, Fort St. John, and Tumbler Ridge, and access centres in Atlin, Dease Lake, and Hudson's Hope. NLC has partnership agreements with several BC universities, which allow for the direct transfer of credits earned at NLC towards degree and other programming. Graduates are provided with the training and education to proceed to further education at the college or university level, enter a specialized area of the workforce, or step directly into one of 15 different trades' apprenticeships and skills upgrade programs.

In order for the Province of British Columbia to be an energy developer and leading supplier of liquefied natural gas to the world, the need for high quality, easily accessible trades training will be in high demand. The current Dawson Creek campus utilizes a number of outdated post-World War II constructed buildings to deliver trades training that are inefficient buildings, do not meet the needs of our students nor instructors, and negatively impact the College's operational budget. As these facilities continue to age and deteriorate, unavoidable repairs and the need for replacement of outdated components are factors that become excessively costly.

A new trades' training building will meet the standard required to deliver training in a safe and cost-effective environment while meeting the needs of industry, students and regional communities, and improve community well-being in northeastern British Columbia. The Project cost estimate is $36,000,000 (April 2014 dollars).

Northern Lights College's vision is to be seen as the post-secondary education provider-of-choice by our students, staff, communities and businesses.

Programs at NLC offer both classroom education and appropriate hands-on and practicum opportunities that allow students to make a successful transition into the workforce. Trades training and apprenticeships provided at NLC included in the NLC Replacement Building Program at the Dawson Creek campus are:

- Carpentry (Apprenticeship / Foundation 1 / Foundation 2)
- Heavy Duty Mechanic (Apprenticeship / Foundation 1)
- Millwright (Apprenticeship / Foundation 1 / Foundation 2)
- Piping Trades (Apprenticeship / Foundation 1 / Foundation 2)
- Welding (Apprenticeship / Foundation)
- Wind Turbine Maintenance Technician

These apprenticeship trades programs have been identified as a priority to address the critical skills shortage due to expected industrial activity and age related attrition where labour demand is estimated between 6,000 (conservative case) to 15,000 (expected case) jobs that will be required between 2010 and 2020 that is required for the natural gas industry sectors. As the major provider of trades training in northeastern British Columbia, and with a national reputation for training in energy-related trades, NLC is well positioned to close the skills gap, but to do so, an investment in new training facilities is required.

The replacement of the outdated buildings has been planned to use a rigorous and comprehensive process designed to mitigate project risks while meeting industry, regional business, student, campus and community needs, and adheres to the following principles:

- Validating the plan by ensuring it is consistent with regional economic growth forecasts and demand for skilled trades;
- Developing and sustaining strong industry partnerships and support, both financial and in-kind support; and
- Incorporating business, regional, community and First Nation needs through outreach and ongoing dialogue.

Improving the quality of life for students through facilities that are safe, accessible, supportive of student life and learning, and meet or surpass the needs of today's trades and skills training.

Northeast BC has been booming for over a decade, resulting in growth, low unemployment and high incomes for many people. Major projects are expected, in the oil and gas, mining and clean energy sectors. Nonetheless, there is a disconnect between the needs of major industry for skilled labour and the existing labour pool within the Northeast. Many youth, older workers, and Aboriginal peoples are not participating to the fullest extent possible in the industrial economy. Much more can be done at the local level to train the existing labour pool.

Northeast BC's labour market outlook is tied to the potential expansion of its natural resource-based industries, including mining, natural gas and hydro-electric power as well as critical community support services occupations. The Northeast Regional Workforce Table developed two scenarios using BC government labour market information as well as data from specific labour market information that various industry sectors provided. The *Conservative Scenario* indicates a steady growth for employment in Northeast BC with an increase of approximately 6,000 new jobs between 2011 and 2020. The *Expected Scenario* reflects an expected slowdown in natural gas activity because of natural gas prices remaining low until 2015. The scenario then predicts a sharp increase in jobs (over 15,000 added) resulting from Site C dam construction and the resumption of natural gas exploration and production activity and pipeline construction to support the development of the liquefied natural gas (LNG) export industry.

The demand for skilled workers continues to grow in northeast BC and across the entire province. The *British Columbia Labour Market Outlook: 2010-2020* projects a skilled labour shortage throughout B.C. by 2016. With the highest projected growth rate in jobs in BC over the next 10 years[i], the Peace Region is of fundamental importance to economic growth in B.C. and as outlined in the BC Jobs Plan. The region accounts for 39% of resource jobs in BC, 94% of oil and gas extraction, and 81% of mining and oil and gas support, or 14,037 jobs[ii]. Rapid growth and aging workforce are combining to generate large job growth, with 5,780 job openings in the resource sector by 2020[iii] with a "skills gap increase in the latter part of the decade"[iv]. The Project targets the occupations in Northeast BC predicted to have the greatest number of job openings from 2012 to 2020. These occupations are in the natural resource industries that drive the regional economy.

With the highest projected growth rate in jobs in B.C. over the next 10 years[v], as noted in the Government of B.C.'s *Liquefied Natural Gas* strategy[vi], a minimum of $20 billion in direct new investment, 9,000 construction jobs, thousands of potential spin-off jobs, and over $1 billion in additional revenues to government could be generated by selling this LNG to overseas customers. BC Hydro's Site C project will increase demand for skilled trades by approximately 800 construction workers per year, with a workforce peak of approximately 1,700 construction workers for its close to $9B hydroelectric dam project. Potentially holding back this growth is an increasing "skills gap"[vii] in northeastern BC due to an aging workforce and a resulting increasing level of retirements, and a lack of qualified younger adults entering the workforce to fill job vacancies and retirements. Much of this benefit will not be realized if British Columbia does not act quickly in developing the infrastructure required to train the required workforce. Closing this gap is important to the northeast, to the future economic growth and prosperity of all of British Columbia as well as industry's ability to improve its social license to operate by employing regional residents for its activities.

2.0 PURPOSE, NEED, AND RATIONALE

2.1 Critical Importance of Timing

Economic activity within the Peace River Regional District and neighboring regions has increased dramatically with a resultant increase in capital construction projects. Competition for skilled labour has therefore increased, resulting in increased costs per square foot of construction. As the region is continuing to experience the effects of a growing economy, and a number of additional major capital projects are proposed over the next five years, it is critical that this NLC project get out ahead of the curve. The sooner the Project issues request for proposals, the more cost efficient the project will be. The Design Development Estimate prepared by Advicas Group Consultants Inc., outlines the importance of scheduling to take advantage of a competitive market prior to construction of major industry projects. Timely completion by the end of 2017 will serve to expedite expansion of graduation rate to meet industry needs for significant increase in demand for skilled trades due to major infrastructure projects such as BC Hydro Site C Project or the potential natural gas development for LNG production.

Furthermore, as the number of proposed major projects that receive final investment approval increases, there will also be an additional increased demand for training. Ultimately, the design and space utilization improvements will result in improved and enhanced training facilities and opportunities for students, a generalized increase in trades FTE's annually, with significant increases being realized in years where additional cohort offerings are made possible due to labour market demand.

Timely completion by the end of 2017 will serve to expedite expansion of graduation rate to meet industry needs and potential for significant increase in demand for skilled trades due to major infrastructure projects such as BC Hydro Site C Project or natural gas development for LNG production. As a result of the associated outcomes outlined above, this new facility will provide significant benefits to students, instructors and industry, as well as having a favorable impact on the environment.

2.2 Economic Stimulus and Sustainability

The redevelopment of the existing trades training facilities at NLC's Dawson Creek campus aligns with provincial data on labour trends and outputs from BC Natural Gas Labour Strategy Committee and the NEBC Regional Workforce Table. As British Columbia continues to develop its abundant resources, the Province will continue to face a skilled labour shortage unless new workers are trained with the skill sets needed to meet the demands of industry. This economic activity will have positive spin-off benefits across the province. For example, much of the natural gas from the northeast will fuel a new liquefied natural gas sector that will see additional jobs required in northeast BC and a significant need for skilled workers in northwest BC as well. The new liquefied natural gas projects being built as well as the new pipelines that will be constructed to transport the natural gas from northeast BC to the LNG facilities will require thousands of workers that in itself will provide a significant economic benefit to the province.

Northeastern BC will also experience significant job growth through induced impacts as a result of direct and indirect demand for skilled trades required by industry. Regional workers with higher incomes will demand improved and new housing, consumer services and recreational facilities. Induced demand for trades will provide sustainable employment for skill trades workers for residential and commercial projects.

The Project will deliver the following economic benefits:

- $36,000,000 in capital expenditures with the majority of contracts awarded to regional businesses;
- Over 760 commercial trades and labour construction jobs during the construction phase
- 240 jobs through indirect economic impact and ongoing operations and maintenance
- 6 additional trades' instructors and support staff

In summary, the project will improve community well being as there will be more qualified trades personnel who will reside in the local area that will contribute to indirect and induced benefits for the region in addition to direct benefits to Industry.

2.3 Education and Labour Force Participation: Trends and Issues

Many trades' workers are working today without formal trade's certification for a variety of reasons. A modern building trades training facility with more training seats at NLC's Dawson Creek campus will enable underrepresented groups, Aboriginal peoples, women, and new immigrants to participate and increase the completion rates of all apprentices. Northern Opportunities ™ has reported that studies shown that individuals who are trained in the north will stay in the north. A modern regional training facility will reduce a number of training barriers and increase apprenticeship completion rates.

To increase labour supply, training providers and industry could build on and enhance initiatives to attract Aboriginal people, women and immigrants into the trades, where they have been traditionally underrepresented. The NE Region has already implemented many programs that seek to bring more people from underrepresented groups into the labour force. Examples include Mothers to Miners, Women in Trades Training, North East Aboriginal Trades Training (NEATT), Northern Aboriginal Training to Employment (NATEP), and the STEP program for immigrants. Success stories like the Northern Opportunities "dual credit" vocational skills training programing is an outstanding regional initiative achieved through coordinated efforts which resulted in a 12% increase in high school graduation rates amongst the 27% of high school students enrolled in the program, including a 49% increase in Aboriginal graduates and entry levels of trades' certification during the period of 2006 to 2012. Continued implementation and introducing new initiatives to the NE region that have had success elsewhere will increase the demand for trades training and number of skill trades people in NE BC.

Aboriginal people

In Northern BC, First Nations people made up a considerable share of the population in several smaller urban areas. The Aboriginal population is significantly younger and growing faster than the general population of BC and so could be a potential future labour supply in northeastern BC. In 2006, the median age of the Aboriginal population in B.C. was 28 years, compared with a median age of 41 years for the non-Aboriginal population.

The unemployment rate among the Aboriginal population in British Columbia was 14.8 percent in January 2012. Based on the 2006 Census, BC Stats reports 33 percent unemployment on reserve for those with less than high school

education, compared to 19.3 percent for off reserve Aboriginal people and 9.9 percent for non-Aboriginal populations. Many of British Columbia's First Nations communities are rural, northern and economically underdeveloped. These communities have much higher unemployment rates than the non-Aboriginal population. In some cases, it may be as high as 80 percent where the work is short term and seasonal.

In 2012, Aboriginal people continue to be under-represented in the BC workforce. One reason may be that many lack formal education credentials, starting with a high school diploma. At the post-secondary level, 45 percent of Aboriginal people have completed some form of post-secondary education, compared to 62.5 percent of non-Aboriginal people. However, in recent years, Aboriginal student completion rates have improved.

- From 2006-07 to 2010-11, the six-year completion rate for Aboriginal students rose to 54 percent compared to 84 percent for non-Aboriginal students.
- 2,908 Aboriginal students graduated from public schools in 2010-11, an increase of 131 percent increase since 2000-2001.

The B.C. Ministry of Advanced Education reports a 25-percent surge in post-secondary enrolment among Aboriginal youth since 2008. Completion rates are also in an upturn. In consultation with Aboriginal people, in June 2012 the BC Ministry of Advanced Education unveiled a new educational framework called the *Aboriginal Post-Secondary Education and Training Policy Framework and Action Plan, 2020 Vision for the Future which* provides more than $16 million in programs and financial assistance.

Aboriginal people and the trades

The number of Aboriginal people in apprenticeship technical training in the public post-secondary education system has grown considerably – from 609 people in 2006/07 to 1,236 people in 2010/11, an increase of 103 percent. The apprenticeship model bears similarity to traditional knowledge sharing in First Nations and Metis cultures. Many First Nations and Metis youth have shown interest, ability, and a natural aptitude in trades and technology careers. In 2012, the BC government announced a $4 million investment to provide Aboriginal learners with opportunities for skills training and employment. BC's Industry Training Authority seeks to increase Aboriginal participation in the trades and released a study in June 2012 addressing this issue*, Barriers and Successful Approaches to Preparing and Employing Aboriginal Trades People*. According to the report, the six most common barriers for Aboriginal people taking up the trades are:

- Insufficient educational pre-requisites
- Lack of readiness at the community, family and individual level
- Lack of access to transportation
- Lack of funding for trainees and training organizations
- Child and elder care
- Employer willingness/capacity to sponsor apprentices
- Aboriginal awareness in employer organizations

The report identifies successful approaches that include holistic training and client support, working with and in Aboriginal communities and partnerships. NLC will seek the support of Aboriginal peoples and their communities to increase apprenticeship enrolment and improve completion rates.

Female participation rates have room to grow

In Northeast BC, the female participation rate in apprenticeship is 11 percent and their participation rate is growing slowly, up from 8 percent in 2008. The ITA Women in Trades Training (WITT) programs have been working with some success recently to increase female participation. Still, the numbers are small, and room exists to do significantly more.

New Immigrants to Canada

Immigrants to B.C. will also be an important part of the labour supply. They will likely play an important role in the natural gas industry, pipelines and the proposed LNG projects as companies and governments have long relied on immigrants and foreign workers to ensure a good supply of talent is available during boom times. Recent immigrants to Canada struggle in the labour market. Their unemployment rates compared to similarly aged non-immigrants are almost twice as high. Median wages of recent immigrant workers are also about 49% lower compared to native-born workers. B.C. has been successful in attracting and retaining immigrants to B.C.'s lower mainland but has had more limited success encouraging them to settle in the north. A new trades training centre and apprenticeship opportunities will entice immigrants to the north in pursuit of career opportunities and improved family well-being. Many immigrants are now willing to relocate if they can receive the required training as an indentured apprentice. The province of BC has made

immigrant workforce integration a top economic priority and a key component of the BC Jobs Plan. The Employer Innovation Fund managed through the Immigrant Employment Council of B.C., the Federal Skilled Worker Program and the Provincial Nominee Program are a few examples of support programs.

Completion rates

The completion rate in industrial trades is slightly higher than the average for all trades. Between trades, completion rates can vary significantly. For example, in 2011 the completion rate for Millwrights was 64 percent whereas for Carpenters and Cabinetmakers it was 28 percent.

3.0 TRADES TRAINING FACILITY REPLACEMENT DESCRIPTION AND PROJECT MANAGEMENT

3.1 Strategic Alignment

The replacement of NLC's existing trades training facilities at the Dawson Creek campus is designed to align with the goals of the various stakeholders and partners that the NLC works with in meeting the skills training need of northeast British Columbia. These include but are not limited to:

- Local trades employers;
- Industry partners and advisory committees;
- Northern Development Initiative Trust;
- Industry Training Authority;
- B.C. Ministry of Advanced Education;
- B.C. Ministry of Energy and Mines;
- B.C. Ministry of Natural Gas Development and responsible for Housing;
- B.C. Ministry of Jobs, Tourism and Skills Training;
- Federal government;
- Local municipal and regional governments, skills advisory committees, economic development commissions, and Community Futures programs;
- Local school districts;
- Local First Nations and Metis; and
- Northern Opportunities™.

3.2 Environment / Analysis – Comparable or Related Initiatives

In June 2013, Advicas prepared a Class B construction cost estimate that indicates the estimated costs for the NLC Trades Training Replacement facility ($2,810.66/m^2) are appropriate and representative of this facility-type by comparison with the five most recently tendered trades training facilities, including Camosun College ($2,561.23/m^2) on Vancouver Island.

Senior administration officials and Trades Chairs at Northern Lights College are in regular contact with their peers at other post-secondary institutions. Through these discussions they have developed a body of knowledge on trades-related capital projects and ways of enhancing the value of future projects over those recently completed. This body of best practices and lesson learned knowledge includes:

- Integrated or "all under one roof" buildings offer a number of benefits, including those related to the quality of teaching, the quality of student life, improved interaction with students and faculty in other programs, and cost/operating benefits;
- Purpose built facilities are more efficient in terms of space usage and provide cost benefits due to the highly specialized needs of trades in terms of instructional space, equipment needs, storage (internal and external) and access to outdoor training areas; and,
- Integrated campus planning is critical, as many trades require access to outdoor storage and training areas and poor planning can counter many of the benefits of new facilities, particularly in terms of workflow and instructor/student time management.

3.3 Northern Lights College Management Team

- Nick Rubidge, President and CEO
- Anndra Graff, VP Finance & Corporate Services
- Dr. Loren Lovegreen, VP, Academic & Research
- Jennifer Fernandes, Acting Executive Director, Communications & Community Relations
- Rene Tremblay, Dean, Trades and Apprenticeship Programs

3.4 Project Outcomes and Impacts

- 95% utilization of cohorts' spaces within 12 months of operation
- 38% increase in number of apprentices at NLC Dawson Creek campus
- 10% increase in number of Aboriginal Students
- 10% increase in the number of female students
- 10% participation by new immigrants
- 10% increase in apprenticeship completion rates within 6 years
- 35% reduction in greenhouse gas emissions at the Dawson Creek Campus
- $125,000 per year in reduced total operating costs based on reduced energy costs and carbon taxes

4.0 NORTHERN LIGHTS COLLEGE P3 CAMPAIGN PLATFORM, PARTNERSHIPS, AND FUNDRAISING TIMELINE

BDLS, in creating an NLC fundraising platform focused on a campaign readiness assessment, identified three elements that are strategic to NLC campaign short list for immediate results. The fundraising platform of NLC campaign is:

1) A multi-channel approach to engagement (Corporate Social Responsibility Major gifts donors, Multi-level (SME) gift donors and public sector leverage of funds);
2) Each Potential Private (Corporate Relation) and Public Sector Contributor is a separate project and requires a personalized approach; and
3) A strong communication strategy and commitment and support of NLC Board and Management.

There are four other undertakings that BDLS recommends that are critical to support the sustainability of NLC fundraising platform:

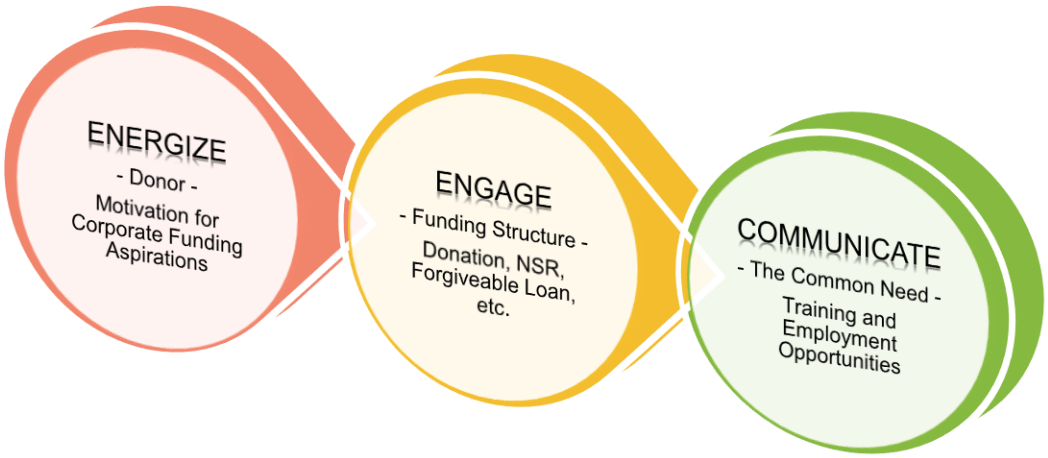
1) NLC Research; which focuses on fundraising related activities;
2) Donor Relations; with a commitment on Communicating/updating donors;
3) IT; which focuses on providing an Information technology infrastructure as per Point 2; and
4) Accounting; Commitment on recording, summarizing, reporting and analyzing financial information, facilitating internal and external audit that will be provided to all stakeholders and partners.

NLC PLATFORM

4.1 Campaign Component Outline

- Individual Giving – asking major donors to make gifts to the organization / project
- Corporate and Private Sector Contributions
- Government Grants/Programs – new and leveraging existing funding sources
- Recognition and Benefits – will be necessary to obtain funding, per NLC Donor Recognition Plan
- Funding and Commitment Timeline – January 2015 through August 2017

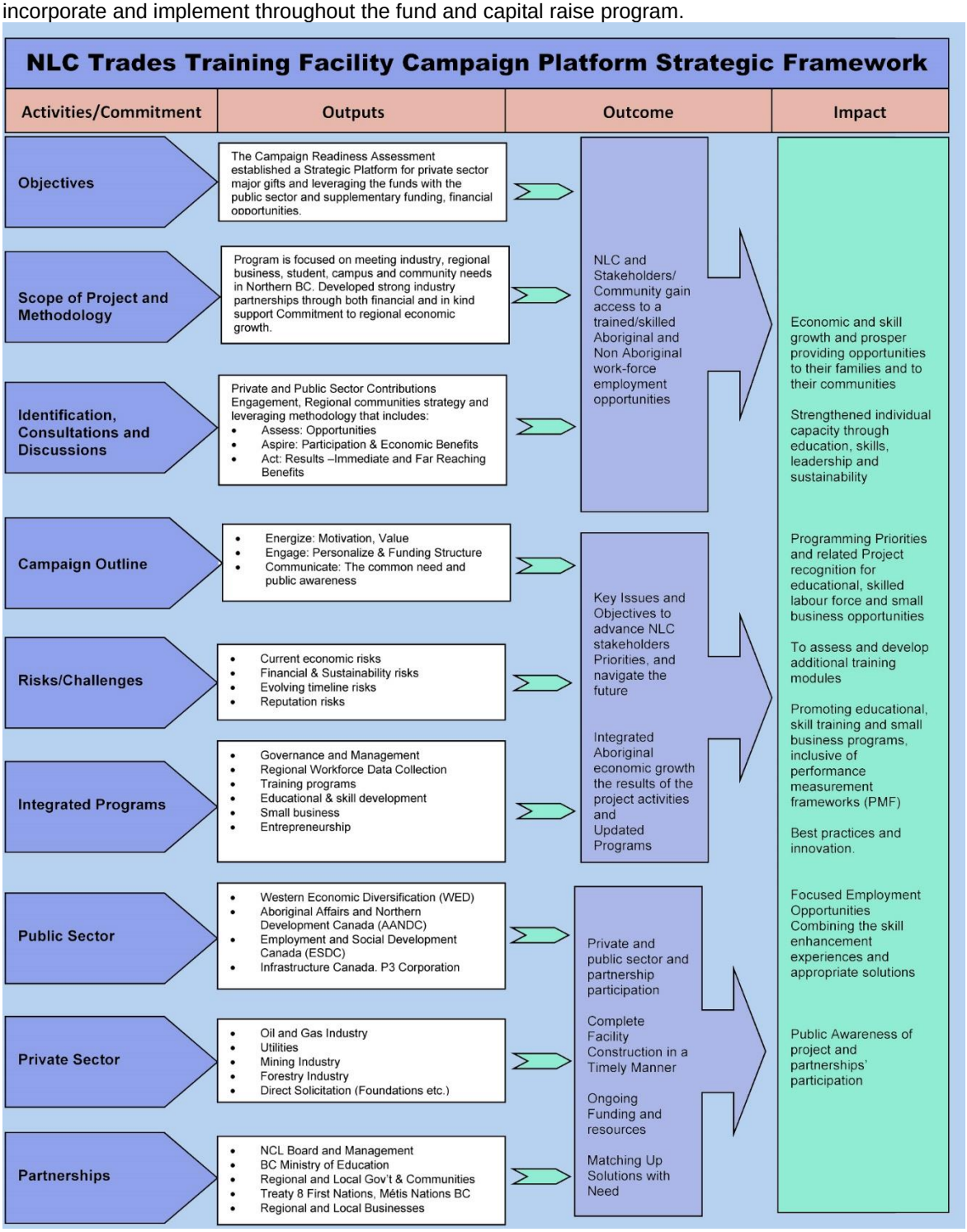
CAMPAIGN THEME



4.2 NLC Funding Strategy Summary

In Phase 2 of the Project, BDLS will commence consultation and discussion with identified potential financial contributors including private and public sector primary organizational and management contacts using recommended engagement strategy and contribution request methodology. BDLS will require the support of the NLC President and management team, as necessary during the course of meetings and presentations with critical strategic decision-makers.

The following NLC Training Facility Campaign Platform Strategic Framework illustrates the strategy that BLDS will incorporate and implement throughout the fund and capital raise program.



4.3 NLC CAMPAIGN PRIME TARGETS

Private Sector Partnerships

- Oil and Gas Industry
- Mining Industries
- Utilities
- Forestry Industry

Provincial Government

- BC Ministry of Advanced Education
- BC Ministry of Finance

Federal Government

- Western Economic Diversification (WED) (open January 13 through February 14, 2015)
- PPP Corporation
- New Canada Building Canada Program, Infrastructure Canada
- Infrastructure Canada
- Aboriginal Affairs and Northern Development Canada
- Employment and Social Development Canada
- Social Sciences Humanities Research Council of Canada

Foundations and Aboriginal Organizations

- Paul Martin foundation
- Alan Markin Foundation
- Treaty 8 First Nations
- Métis Nation BC

Regional and Local Governments and Associations: Engaged by NLC, Supported by BDLS

- City of Dawson Creek
- South Peace Economic Development Commission
- Chetwynd
- District of Hudson's Hope
- District of Tumbler Ridge
- City of Fort St. John
- Fort Nelson
- North Peace Economic Development Corporation
- Dawson Creek Chamber of Commerce
- Fort St. John Chamber of Commerce
- Optional: Local Businesses
    - Yellowhead Road and Bridge
    - Caribou Road Services
    - Ainsworth Energy Co Ltd
    - Borek Construction
    - Troyer Ventures Ltd
    - Epscan Industries (2008) Ltd
    - Laprairie Crane
    - Palladian Developments Inc.
    - Terra Max Contracting
    - Dice Petroleum Maintenance Ltd
    - Peace Energy Lodge

Private Sector Engagement by Priority

Priority One	Priority Two	Priority Three
BC Hydro	Blue Fuel Energy Corporation	Brandt Tractors
Shell Canada Energy	*Cambrian Energy Inc.*	Saguaro Resources
Encana Corporation	Painted Pony Petroleum	Talisman
Progress Energy Canada	Crew Energy	Artek Exploration Ltd
Tourmaline Oil Corporation	*Woodside Petroleum*	Teck Resources
Spectra Energy Corporation	*Flint URS*	Regional Airlines
Canadian Natural Resources Ltd	*Ferus Inc.*	EOG Resources
Arc Resources Ltd	*Calfrac Well Services Ltd*	Anglo American
Alta Gas	*Clean Harbors Energy & Industry Services*	Walter Energy
TransCanada Corporation	*Canadian Methanol*	Peace Biofuels Ltd
Enbridge Pipelines	Aeolis Wind Power Corporation	HD Mining International
Veresen Pipelines	Kelt Exploration	West Fraser Mills Ltd
ConocoPhillips Canada	Paramount Resources Ltd	Torwood Lodge
Coastal GasLink Pipeline Ltd	Bonavista Energy Corp	Kenworth
Pengrowth Corporation	Murphy Oil Company	Volvo
Atco Sustainable Communities	Suncor Energy	Finning
	Black Swan	Diversified Transportation
	Storm Resources	Trimac
	UGR Blair Creek Ltd	NAL Energy Corporation
	PatchPoint	Mancal Energy Inc
	Nexen	Lone Pine Resources Canada Ltd
	Park L Projects Ltd	Taga North Ltd
	Continental Pipeline	Quicksilver Resources
	Air Liquide	Husky Oil Operations Ltd
	Fabcor 2001 Inc	Long Run Exploration
	CP Renewable Energy (BC) Limited Partnership	Secure Energy Services Inc
	Innergex Renewable Energy Inc	Tervita Corp
	Dokie Wind Energy Inc	Mullen Transportation
	Taylor Wind Project Ltd	Rosenau Transport
	Sundance Wind Project Ltd	Workbay.net
	Finavera Wind Energy Inc	Engage Learning Systems Inc
	Rupert Peace Power Corp	
	Black Diamond Group	
	Userful Corporation	
	Canadian Forest Products	
	Capital Power	
	Triple J Pipelines	
	Macro Industries	
	Pipeworx Ltd	
	Imperial Oil Resources	
	Louisiana Pacific Canada Ltd	

4.4 Key Campaign Factors

Funding Strategy Tasks and Implementation

Based on potential contributor effort reward analysis, BDLS will employ a number of different stakeholder engagement activities to achieve the fundraising target which includes:

- Commence contact and consultation with identified private sector companies from a prioritized list;
- Commence contact and consultation with the identified federal government departments with the objective of Program funds and/or leveraging or matching fund commitments;
- Proposals and Application Consultations;
- Communication Tools including video and traditional media brochures, etc.;
- Social networking announcements and recognitions;
- Endowment scenarios;
- Telephone communications, face to face meetings, and letters or online application or letters;
- NLC and Community Open Houses **(recognition policy)** and letters; and
- NLC Donor Recognition Policy.

4.5 Challenges

Recognizing the extreme importance of the implementation strategy is the key to a successful development and cost control, project governance for the Project should include the following statements and guidelines:

1. Procurement will be in accordance with Province of British Columbia and NLC policies.
2. Utilization of a contract model that mitigates cost and schedule risk for NLC and transfer risk on the successful bidder.
3. Implementation of a steering committee comprised of the VP Academic and Research, the VP Finance and Administration, the Executive Director of Communications, and the Dean of Trades will provide guidance to the NLC Director of Capital Projects who will be the contract owner and lead for the project.
4. Develop a stakeholder engagement plan that summarizes the approved project, timing and construction of key components to enable engagement with impacted and interested stakeholders to mitigate their concerns.
5. Capital to complete construction and purchase necessary infrastructure.
6. Skill enhancement and training (management and operations).
7. Social and Economic Impact Study – Stakeholders Analysis.
8. New Technology (R & D).
9. Need for additional training and development of the energy workforce

4.6 Private Sector and Government Consultation Intent and Objectives

- Presentation/Enhance of NLC Profile, Education and Training Capabilities
- Maximize Opportunities for NLC and Partners Participation and Engagement
- Private, Public Partnerships (P3) options;
- Presentation of Multi - Corporate (CSR) Financial Solutions
- Strengthening and Promote NLC and Partners Corporate Social Responsibility Strategy
- Optimize NLC Fund Raising Network
- Fund sourcing and identification to support NLC growth objectives
- Funding & Financial Opportunities
    - Connection Grants
    - Partnership Development Grants
    - Partnership Grants Letter of Intent
- Structuring Leveraging Opportunities
- Strategic Financing and Application Process and Support
- Employment Strengthening and Training Program support
- Increase NLC Government Relationship Network
- Promote Multi-Industry Extractive Sector Commitment
- Promote NLC employment and job creation economic benefits
- Political risk benefit and developmental of Northern Gateway issues and public awareness

4.7 BDLS Phase Two: Campaign Mobilization Scope of Work and Deliverables

1. Program implementation with selected federal government departments, private sector and agencies to introduce NLC Resource Development Replacement Building Program with a shared short- and long-term funding commitments to enhancing the economic and social implications for Northern British Colombia communities with the commitment to educational, skilled labour force and business opportunities.
2. Identify and explore additional funding options and opportunities that may be available from other Canadian private sector investment and government resources.
3. In conjunction with NLC, develop and organize the submission of funding proposals to the identified government programs and the private sector community.
4. Assist NLC to advise and enhance any government/private sector clarification requests.
5. BDLS monthly reports and invoice to include:
    a. Monthly Deliverables & Activities: total time and expenses to date as per NLC Professional Services General Contract.
    b. Private and Public Commitments: Tracking of financial contributions achieved versus funding goals by sector and total funding requirement.

5.0 TRADES TRAINING FACILITY FORECAST

5.1 Summary and Breakdown of Investments to Date

The BC government will be the largest financial contributor to the Project. The federal government will be sought after to support the northern economy. At the same time, to maintain their social license to operate in the region, private sector companies will be sought out to consider the needs and aspirations of the communities in which they are located in addition to their own labour demands.

	2014/15	2015/16	2016/17	Total
Provincial Contributions		$14,054,000	$7,946,000	$22,000,000
NLC Contributions	$1,000,000	$1,008,000		$2,008,000
In-Kind Donations	**Video wall and training monitors (Userful Corporation)**			
Total Cash Flows	**$1,000,000**	**$15,062,000**	**$7,946,000**	**$24,008,000**

5.2 Project Cost Estimate

The following table outlines a revised capital cost option for the redevelopment of the Trades Training facilities at Northern Lights College. The original presentation and discussion spoke to a $38,000,000 proposal and outlined in detail what that option included. This revised option, at a price of $36,007,843 has eliminated a number of items and added space for Heavy Duty Mechanics. There are items that would facilitate a better learning environment on campus, but that can be excluded if that is the only impediment to approving the project.

	Budget	Total
Professional Services		
Design	$2,727,740	
Project Management	$115,000	
Subtotal		$2,842,740
Construction Costs		
Demolition	$1,000,000	
Site Development	$2,441,095	
Building Construction	$25,189,238	
Subtotal		$28,630,333
Contingency		
Construction - 6%	$1,717,820	
Escalation - 3%	$910,445	
Subtotal		$2,628,265
Completion/Miscellaneous Costs		
FF&E	$974,523	
DCC	$197,502	
Legal	$25,000	
Insurance	$50,000	
Commissioning	$75,000	
Subtotal		$1,322,025
	Taxes	$584,480
Total Project Costs		**$36,007,843**

5.3 Sources of Funding and Proposed Cash Flow

Sources of Funding				
	2014	2015	2016	Total
Provincial Government		$14,054,000	$7,946,000	$22,000,000
Federal Government		$3,650,000	$3,650,000	$7,300,000
External financing ○ **Private Sector** ○ **Foundations** ○ **Regional Businesses**		$2,250,000	$2,250,000	$4,500,000
Internal financing ○ **Capital Budget**	$1,000,000	$1,008,000	Not Applicable	$2,008,000
Local Governments and Aboriginal Organizations		$100,000	$100,000	$200,000
Total Project Financing	**$ 1,000,000**	**$21,062,000**	**$13,946,000**	**$36,008,000**

Proposed Cash Flow				
Fiscal	**2014/15**	**2015/16**	**2016/17**	**TOTAL**
Construction	$ 2,075,000	$ 12,500,000	$ 16,300,000	$ 30,875,000
Completion Costs		$ 230,000	$ 1,175,000	$1,405,000
Professional Services	$ 1,500,000	$ 775,000	$ 825,000	$ 3,100,000
Taxes	$ 58,000	$ 222,000	$ 348,000	$ 628,00
TOTAL	**$ 3,333,000**	**$ 13,727,000**	**$ 18,648,000**	**$ 36,008,000**

ENDNOTES

[i] As noted in the BC Jobs Plan at http://www.bcjobsplan.ca/regions/?WT.svl=TopNav

[ii] "Northern BC Resource Sector Labour Market Demand Forecast" prepared by the Resource Training Organization by R.A. Malatest & Associates. September 2011.

[iii] Ibid.

[iv] "Northern BC Resource Sector – Oil & Gas Supplementary Analysis" prepared for the Northern BC Resource Sector Human Resources Committee by R.A. Malatest & Associates. February 2012.

[v] As noted in the BC Jobs Plan at http://www.bcjobsplan.ca/regions/?WT.svl=TopNav

[vi] http://www.gov.bc.ca/ener/popt/down/liquefied_natural_gas_strategy.pdf

[vii] "Northern BC Resource Sector – Oil & Gas Supplementary Analysis."