

Business Plan

2013-2014



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Executive Summary

The Confederation College 2013-2014 Business Plan aligns the Board Ends with our budgeted resources, Strategic Plan and Ends policies. This Business Plan has been developed in the context of significant social, economic, and demographic change in northwestern Ontario, as well as fiscal restraint in the provincial government.

Budget resources have been aligned to the Board Ends and our strategic pillars of:

1. Access and Success
2. Aboriginal Learning
3. Serving Northwestern Ontario

The 2013-2014 operating budget has planned operating revenues of \$70.0 million and a capital budget of \$2.5 million for a total of \$72.5 million. The Operating Budget has a surplus of \$193,026.

Our capital budget includes completion of the BioEnergy Learning and Research Center, photovoltaic solar array (if approved under the Feed-In Tariff program) and renovations in our cafeteria and dining hall.

The increases to the 2013-2014 growth grant revenue were partially offset by the Ministry of Training, Colleges and Universities (MTCU) announced grant reduction due to "policy levers" and the \$750 charge per first year International learner. Reduced enrolments of second career and WSIB learners also contribute to reduced revenues. Expenditures are budgeted to decrease year over year, due mainly to the direct cost savings from last year's early retirement incentive program, which offsets the inflationary increases in staff salaries and other increased costs. The net income from "Other Activities" is budgeted to increase due mainly to increases in Contract Training projects and International learner recruitment.

Significant risk factors include information technology, learner recruitment and retention, relationships/partnerships, crisis management, postsecondary funding, contract training projects, and International learner recruitment. These identified risks will be mitigated by Strategic Enrolment Management initiatives, professional development investment in staff, relationship and partnership initiatives, and the implementation of a corporate Enterprise Risk Management program.

SECTION 1

STATEMENT OF STRATEGIC DIRECTIONS TOWARDS OPERATIONAL OUTCOMES

Confederation College's planned operational outcomes have been captured in our strategic directions.

We have aligned our budgeted resources and Board Ends with our Strategic Plan.

Summary of Strategic Directions

1. IMPROVE ACCESS TO LEARNING AND SUPPORT THE SUCCESS OF LEARNERS

- 1.1 Implement the Confederation College Student Village, with learner success as a major theme and enhanced support for Aboriginal learners.
- 1.2 Implement the Virtual College including Technology Enabled Learning to expand access to programming and services throughout northwestern Ontario and beyond.
- 1.3 Develop and improve supportive learner resources through Flexible Learning
- 1.4 Expand support to employees and learners to facilitate learner success.
- 1.5 Implement Study North to recruit learners to Confederation College.
- 1.6 Expand International Education.

2. SUPPORT AND ADVANCE ABORIGINAL LEARNING

- 2.1 Realize the Negahneewin Vision for Learners
- 2.2 Increase and align the learner support and programming of Negahneewin throughout Confederation College.
- 2.3 Implement the Center for Policy in Aboriginal Learning.
- 2.4 Expand partnerships with K-12 education providers to support the success of high school learners and their transition to College, with a particular emphasis on the success and transition of Aboriginal learners.

3. SERVE NORTHWESTERN ONTARIO

- 3.1 Review, renew, and revise program mix in relation to the needs of northwestern Ontario and resources available; expand programming through partnerships with colleges and universities.

- 3.2 Support community development through implementation of an integrated employment services/training network.
- 3.3 Support community-based innovation through implementation of Innovation and Entrepreneurism Hubs and infusion of opportunities for entrepreneurship within programming.
- 3.4 Develop applied research activity within a context of experiential learning with a focus on natural resources, green energy, wellness and Aboriginal learning.

Foundation for the Strategic Directions: People, Infrastructure and Partnerships

Enhancing learner-centred supports and enriching lives through learning is at the heart of Confederation College's three-year plan. The successful implementation of the strategic directions over the next three years depends on fostering connections in northwestern Ontario and investing in people, infrastructure and effective partnerships.

SECTION 2

OUTSTANDING GOALS AND OBJECTIVES

The following objectives remain outstanding:

- A) The College continues to see Key Performance Indicators (KPI) trend upwards and KPIs are consistently above the provincial average. The Graduation Rate is the exception and at 58.0% is under the provincial average of 64.8%. Our objective is to meet or exceed the provincial average of all KPI's. Retention is an essential aspect of student success and is an area we will focus in order to increase the graduation rate and student success;
- B) The BioEnergy Learning and Research Center (phase I and II) capital projects will be completed in 2013-2014. Additional external funding has enabled us to enhance the research component of this project (phase II);
- C) The Enterprise Risk Management Program will continue to be developed in 2013-2014 under the direction of the Board's Audit Committee. A Risk Registry and draft risk policy were prepared in 2012-2013;
- D) The Strategic Plan and Strategic Enrolment Management continue as overarching frameworks to the College's Strategic activities.

SECTION 3

2013-2014 MAJOR INITIATIVES RELATING TO THE STRATEGIC PLAN

1. IMPROVE ACCESS TO LEARNING AND SUPPORT THE SUCCESS OF LEARNERS

- 1.1 Implement the Confederation College Student Village with learner success as a major theme and enhanced support for Aboriginal learners.
 - The Village will consist of three major components: living space, fitness facilities and student success facilities that include multi-use space.
 - A budget of \$137,750 was established to undertake a feasibility study and business plan development.
 - The Village will be built through a P3. Plans are underway to issue a Request for Proposal (RFP) and begin fundraising.

- 1.2 Implement the Virtual College including Technology Enabled Learning to expand access to programming and services throughout northwestern Ontario and beyond.
 - Expand the Virtual College strategy in rural Southern and Eastern Ontario communities in 2013 in collaboration with Contact North's 18 e-Learn Access Centres. We are budgeting \$50,000 to increase our bandwidth, in addition to budgeting \$116,293 for learner lab upgrades in Thunder Bay and region to increase the effectiveness of our virtual College.
 - Design IT infrastructure to support TEL, partnering across services using untapped/unused facilities and technology; re-design programs for TEL delivery.
 - Offer "after-training" or up-skilling with certificates and re-certifications.

- 1.3 Develop and improve supportive learner resources through Flexible Learning.
 - Launch the Flexible Learning Centre to provide learners with a learning environment that has multiple supports in one location.
 - Expand resources further to develop the Virtual College Flexible Learning Centre.

- 1.4 Expand support to employees and learners to facilitate learner success.
 - Implement the Learner Success model based on best practices; Pilot the Navigator program to provide rural/ remote learners with alternate

supports and expand services in the region. We have budgeted \$90,000 to improve our website and Banner enterprise system.

- Train employees involved in learner success initiatives in leading-edge learner supports. We have budgeted \$50,000 for additional Co-op learner supports.

1.5 Implement Study North to recruit learners to Confederation College.

- Study North is a collaboration of the northern colleges to attract learners in southern Ontario to undersubscribed programs in northern colleges.

1.6 Expand International Education.

- Increase International learners across all programs.

2. SUPPORT AND ADVANCE ABORIGINAL LEARNING

2.1 Realize the Negahneewin Vision for Learners.

- Establish a plan to support understanding, cultural context and to infuse Aboriginal knowledge in curricula.
- Negahneewin Council provides counsel to the President regarding Aboriginal issues.

2.2 Increase and align the learner support and programming of Negahneewin throughout Confederation College.

2.3 Implement the Center for Policy in Aboriginal Learning.

- The Centre is primarily supported by College resources, with project funding through national/provincial granting bodies and private funders. The budget for the Centre was established at \$434,000.
- The Centre will identify and guide the implementation of cost-effective ways to support Aboriginal learning in a variety of Canadian and International environments.

2.4 Expand partnerships with K-12 education providers to support the success of high school learners and their transition to College, with a particular emphasis on the success and transition of Aboriginal learners.

- Partner with Northwestern Ontario Innovation Centre to support entrepreneurship in local and regional high schools.
- Establish high school articulation agreements with school boards and Aboriginal education providers.

3. SERVE NORTHWESTERN ONTARIO

- 3.1 Review, renew, and revise program mix in relation to the needs of NW Ontario and resources available; expand programming through partnerships with colleges and universities.
- Engage colleges and universities in discussions about shared delivery and shared programming. We have budgeted for a travel fund of \$20,000 to facilitate meeting with other northern colleges, to develop these initiatives.
 - Seek MTCU Innovation Fund support to facilitate these partnerships.
- 3.2 Support community development through the implementation of an integrated employment services/training network.
- Develop an integrated employment services/training model, combining employment services with assessment, learner retention and academic delivery services.
- 3.3 Support community-based innovation through the implementation of Innovation & Entrepreneurship Hubs and infusion of opportunities for entrepreneurship within programming.
- Develop partnerships to enhance current programming to increase learners' opportunities to explore entrepreneurship; programming in courses will include entrepreneurship.
 - Work with the Northwestern Ontario Innovation Centre to continue developing the innovation model to provide expertise in rural/remote communities through co-located facilities.
- 3.4 Develop applied research activity within a context of experiential learning with a focus on natural resources, green energy, wellness, and Aboriginal learning.
- The Northwestern Ontario Innovation Centre will be located on campus to enhance partnership building and to foster collaboration, mentorship, and entrepreneurship in applied research.

- Develop applied research capacity in alternative energy, wellness, and Aboriginal learning.
- Programs will include applied research as part of the curriculum.

Foundation for the Strategic Directions: People, Infrastructure and Partnerships

Enhancing student-centred supports and enriching lives through learning is at the heart of Confederation College's three-year plan. The successful implementation of the strategic directions over the next three years depends on fostering connections in northwestern Ontario and investing in people, infrastructure and effective partnerships.

People: Confederation College will continue to invest in people, its human infrastructure.

Professional development of all employees, leadership development, corporate social responsibility, and the development of teams that support collaboration and communication are key investments. We have budgeted \$560,000 for staff professional development.

Infrastructure: Confederation College will develop facilities and information technology that support access and success, Aboriginal Learning and that serve northwestern Ontario.

The three strategic directions are dependent on successful infrastructure—both physical and virtual. Investing in infrastructure, in the form of new or improved facilities, enriched learning environments, enhanced partnership space, as well as innovative information technology will support the 2013-16 directions. The budget includes: \$125,000 for facilities infrastructure updates; the annual special purpose grant of \$219,700 under the Facilities Renewal Program (FRP); and contingencies set up for additional in-year information technology requirements, which will support the continuation of shared infrastructure with partners such as Contact North.

Partnerships: Confederation College will build collaborative partnerships that foster learner success as well as the success of regional communities and the northwestern Ontario economy.

Key partnerships for the next three years include the education sector (including K-12 partnerships and post-secondary relationships), employers, and the health sector, all levels of government, as well as Aboriginal communities and organizations.

SECTION 4

SIGNIFICANT RISK FACTORS

Enterprise Risk Management

A preliminary Enterprise Risk Management review was completed in 2012-2013 with the assistance of a risk management consultant. The review resulted in the identification of seven moderate risks; the College has actively managed our high risks such that they were rated as moderate risks. Another thirteen factors of modest or low risk severity were noted. These factors required no action, and are to be reviewed annually or if circumstances change.

Moderate risks were defined by the consultant as requiring no immediate action. We were expected to review our risk responses, consider control activities to put in place, and continue to monitor the risk. The seven risks are briefly described below, by theme:

Information Technology (IT)

Our College Risk Registry identified **information systems availability** as the most significant risk. In 2011, the College contracted with IT consultants to review our IT systems and infrastructure. As a result, the College has implemented a state-of-the-art firewall, antivirus software, network security monitoring appliances, constant software upgrades, as well as business continuity/disaster recovery planning. This year the computer server room will be protected by an automatic gaseous total flooding clean agent system for fire protection, in accordance with our insurer's audit recommendation. The IT Department will plan, prepare and initiate a live test of our business continuity plans and structure by March 2014 to augment our secondary IT server location.

Information systems strategy and **innovation of information systems** were identified as risk priorities. We have seen a continued growth in professor utilization of the Blackboard Learning Management System; therefore, a "Blackboard Collaborate" module and new video conferencing units for regional learners are being added to facilitate synchronous learning. Online course expansion is incorporated into IT long-term planning and we are consulting with leaders, such as Dr. Murgatroyd to more effectively meet the needs of all of our learners.

Learners

A third Risk Registry priority is **competition for learners**. The College is implementing a Strategic Enrolment Management (SEM) process that brings representatives from departments across the College together to respond to learner recruitment and retention initiatives. SEM is "a comprehensive process designed to help an institution achieve and maintain the optimum recruitment,

retention, and graduation rates of students. SEM is an institution-wide process that embraces virtually every aspect of an institution's function and culture."¹ The SEM effort is data driven and reaches out to learners through surveys, focus groups and other forms of consultation from the Admissions Department staff, Coordinators, and Professors. Our conversion ratio of applications to confirmations is improving, which offsets the demographic trend of fewer secondary school graduates. The College is also successfully expanding the recruitment scope to International learners and has plans for marketing efforts in southern Ontario through Study North.

Learner experience and satisfaction, another Risk Registry priority, relates to learner retention and future recruitment. The College is participating in a number of initiatives to enhance learner experience such as the Mental Health initiative with other northern Colleges; First generation funding; implementation of "Blackboard Collaborate" and flexible delivery. From an infrastructure perspective, the College has realigned Learning Resources to better meet learner needs: upgraded wireless capabilities; renovated learner residence; renovating the cafeteria kitchen and server; and adding learning resource features to the dining hall that will expand our multi-functional learning space. The College is moving forward with plans for a Student Village that will include new learner living space, a fitness centre addition or replacement, and learner success and multi-use space.

Environment

Risk priorities were identified as **relationships and partnerships** within our regional environment. The College has identified relationships and partnerships with Aboriginal and the northwestern Ontario communities as distinct strategic objectives and more detail on future actions can be found in Section 3 of the Business Plan.

Crisis Prevention and Management

The final risk identified was **crisis prevention and management**. The College has developed policies and practices related to crisis management and the Senior Team implemented tabletop exercises and scenarios to test planning and ensure common understandings of terms and planned steps. The Senior Team has also done debriefs on incidents, i.e. the recent snowstorm closure, to learn from our actions and the actions of other community organizations.

The College has implemented a College-wide announcement system, utilizing a client/server application that allows real-time event processing and dispatching. It is currently enabled at Confederation College for both event notification, and for mass notification via a public address system of speakers and phones. Lockdowns are practiced on a recurring basis followed by debriefings on the results.

¹ Bontrager, Bob. Ingersoll, Doris. Ingersoll, Ronald. ed. *Strategic Enrollment Management: Transforming Higher Education*. AACRAO. 2012. p10.

The College recently hosted Post-Secondary Multidisciplinary Violence Threat Risk Assessment (Level I) Training for College staff and external community attendees. Level II training is scheduled for January 2014; local police and the OPP are participating with us in community-wide planning.

Other Risks

At a time of provincial deficits, there is a risk of further reductions in funding. We have built the revenue budgets based on known funding announcements and training contracts. Current budget assumptions are in keeping with the announced 2013 provincial budget.

Training contracts are typically term-based with end dates. Many are agreements with First Nations organizations that have complex federal and provincial funding components.

From an International learner perspective, MTCU announced it would implement a \$750 fee on International learners in the form of a reduction in post-secondary operating grants. This is estimated at \$106,500 for our College. Confederation College will not pass this fee to International learners in 2013-2014. We are budgeting for 166 full-time International learners (an increase of 77% from September 2012 actual enrolments) which equates to an increase of over \$1.7 million in additional International learner tuition revenue for 2013-2014.

Confederation College is transitioning from overseas International learners to on-campus International learners, which benefits the diversity of our learner body and presents less financial and reputational risk. Any disturbances in International target markets or adverse publicity, could affect International recruitment and offshore licensing agreements.

SECTION 5

HOW WILL THE COLLEGE KNOW WE HAVE ACHIEVED OUR OUTCOMES AT THE END OF THE YEAR?

1. The annual Board Ends Monitoring Report and provincial KPI, presented to the Board in May and made public each June, measures and communicates the College's outcomes for the year in relation to the Strategic Plan and Board Ends. The Annual Report summarizes the achievement of these key ends and performance indicators along with financial and anecdotal results.
2. The College achieves its outcomes as measured and reported in the Multi-year Accountability Agreement.
3. The College completes the year in a financially balanced or surplus position while achieving all outcomes.

SECTION 6

THE 2013-2014 BUDGET

2013-2014 Summary of Key Assumptions:

(Learner numbers are shown as head-count unless otherwise noted)

| | | |
|--|--------|---------|
| Full-time Post-secondary learners | 2,993 | |
| Second Career learners | 100 | |
| Workers Compensation Insurance Board learners | 30 | |
| International learners | 166 | |
| Total full-time enrolment | 3,289 | |
| Part-time learners (March 2013 fte's) | 369 | |
| (represents 9,918 part-time learner registrations) | | |
| Collaborative nursing learners ² | 208 | |
| Number of full-time post-secondary programs | 58 | |
| Full-time staff budgeted | 409 | |
| Part-time staff | 400 | |
| College facilities | 70,959 | Sq. m. |
| Number of campuses | 9 | |
| Total operating budget expenditures | \$70.0 | Million |
| Total capital budget | \$2.5 | Million |

MTCU Post-Secondary Operating Grants

| | 2012/13 Budget | 2012/13 Actual (unaudited) | 2013/14 Budget |
|---|-------------------|----------------------------------|-------------------|
| General Purpose Operating Grant GPOG | 19,500,503 | 19,500,503 | 19,500,503 |
| Performance Funding | 359,902 | 399,064 | 399,064 |
| Northern & Rural Grant | 9,471,898 | 9,471,898 | 9,471,898 |
| Reporting Entities Grant ³ | 36,123 | 36,199 | 36,123 |
| Enrolment Growth Funding | 701,427 | 701,427 | 1,022,459 |
| Grant reductions: \$750 per 1 st year International student | | | -106,500 |
| Grant reductions: share of announced "policy levers" for system efficiencies | | | -204,000 |
| Total Operating Grants | 30,069,853 | 30,109,015 | 30,119,547 |

² 190 Thunder Bay & 18 in Region

³ Partially off-sets the cost of college financial consolidation

**Full-time Post-Secondary Enrolment Projections for Tuition Purposes
(Learner Head-count)**

| | 2012-13 Budget (Business Plan) | | | 2012-13 Actual | | | 2013-14 Budget | | |
|--|--------------------------------|--------------|--------------|------------------|----------------|-----------------------------|----------------|--------------|--------------|
| | summer | fall | winter | actual summer | actual fall | mar1 winter unaudited | summer | fall | winter |
| School of Aviation | 40 | 208 | 189 | 50 | 199 | 201 | 52 | 259 | 262 |
| School of Business , Hospitality & Media Arts | | 726 | 740 | 2 | 734 | 733 | 0 | 739 | 800 |
| School of Engineering Technology & Trades | | 688 | 626 | 0 | 617 | 541 | 24 | 690 | 631 |
| School of Health & Community Services | 22 | 1,198 | 1,079 | 38 | 1179 | 1030 | 16 | 1145 | 1068 |
| Negahneewin College of Academic & Community Development | | 109 | 93 | 0 | 115 | 98 | 0 | 89 | 73 |
| Regional & Distance Education | | 350 | 315 | 38 | 392 | 358 | 20 | 367 | 330 |
| Sub-total College Headcount | 62 | 3,279 | 3,042 | 128 | 3,236 | 2,961 | 112 | 3,289 | 3,164 |
| Less International | | 44 | 40 | 4 | 94 | 140 | | 166 | 228 |
| Sub-total | 62 | 3,235 | 3,002 | 124 | 3,142 | 2,821 | 112 | 3,123 | 2,936 |
| <i>Less Second Career/WSIB/CODA (included above)</i> | 2 | 202 | 202 | 5 | 154 | 146 | 0 | 130 | 130 |
| Total Enrolment in Audit (for grant calculations) | 60 | 3,033 | 2,800 | 119 | 2,988 | 2,675 | 112 | 2,993 | 2,806 |

Summary of Full-time Staffing Changes

| | 2012-2013 Budget Full-time | 2013-2014 Budget Full-time |
|----------------|---------------------------------------|---------------------------------------|
| Faculty | 154.0 | 157.0 |
| Support | 186.0 | 188.0 |
| Administration | 64.25 | 64.25 |
| Total | 404.25 | 409.25 |

The budget includes a complement increase of five full-time positions; three faculty and two support staff. While five positions have been added to complement, 16 positions remain vacant as a result of the 2012 Early Retirement Incentive.

Total salaries and benefits represent almost two thirds of our total 2013-2014 operating budget. Increases to total compensation include step increases for approximately half of our staff not yet at the top of their pay scale. Economic increases of 2.0% for support staff and 1.5% for administrative staff, not affected by the Broader Public Sector Accountability Act, were implemented.

Charts

CONFEDERATION COLLEGE OPERATING BUDGET (Income Statement) 2013/2014 With Comparison to prior year's Approved Operating Budget

| | -1 2012/2013 APPROVED Operating Budget | -2 2013/2014 Operating Budget | -3 VARIANCE Col (2) versus (1) Better (Worse) |
|--|---|--|---|
| REVENUES-GENERAL | | | |
| Post Secondary Grants | \$ 30,069,853 | \$ 30,119,547 | \$ 49,694 |
| Tuition Fees | 9,472,786 | 9,403,762 | (69,024) |
| Other Revenue | 6,985,855 | 6,040,084 | (945,771) |
| Second Career Grant (PS) | 898,500 | 600,000 | (298,500) |
| WSIB Program | 374,400 | 214,400 | (160,000) |
| | <u>\$ 47,801,394</u> | <u>\$ 46,377,793</u> | <u>\$ (1,423,601)</u> |
| EXPENDITURES-GENERAL | | | |
| Post Secondary | \$ 30,238,964 | \$ 30,653,251 | \$ (414,287) |
| Administration | 7,880,567 | 8,009,183 | (128,616) |
| Facilities Services | 4,148,519 | 4,675,345 | (526,826) |
| Student Services | 5,432,818 | 5,176,053 | 256,765 |
| Strategic Initiatives | 2,224,866 | 1,310,013 | 914,853 |
| Capital from Operating | 75,000 | 125,000 | (50,000) |
| | <u>\$ 50,000,734</u> | <u>\$ 49,948,845</u> | <u>\$ 51,889</u> |
| NET INCOME (LOSS) FROM GENERAL OPERATIONS | <u>\$ (2,199,340)</u> | <u>\$ (3,571,052)</u> | <u>\$ (1,371,712)</u> |
| REVENUES-OTHER ACTIVITIES | | | |
| Apprenticeship Training | 2,206,302 | 1,383,770 | \$ (822,532) |
| Provincial Training | 4,501,886 | 4,547,975 | 46,089 |
| Supplemental Flowthru Funds | 2,493,555 | 813,505 | (1,680,050) |
| Contract Training | 5,331,436 | 6,599,259 | 1,267,823 |
| Special Projects | 3,751,972 | 3,961,894 | 209,922 |
| Ancillary Operations | 3,437,133 | 3,613,251 | 176,118 |
| International Projects | 957,997 | 2,710,033 | 1,752,036 |
| | <u>\$ 22,680,281</u> | <u>\$ 23,629,687</u> | <u>\$ 949,406</u> |
| EXPENDITURES-OTHER ACTIVITIES | | | |
| Apprenticeship Training | 1,971,653 | 1,339,508 | 632,145 |
| Provincial Training | 3,988,763 | 4,061,468 | (72,705) |
| Supplemental Flowthru Funds | 2,493,555 | 813,505 | 1,680,050 |
| Contract Training | 4,276,903 | 5,197,882 | (920,979) |
| Special Projects | 3,687,491 | 3,906,031 | (218,540) |
| Ancillary Operations | 3,120,898 | 3,324,081 | (203,183) |
| International Projects | 836,678 | 1,223,134 | (386,456) |
| | <u>\$ 20,375,941</u> | <u>\$ 19,865,609</u> | <u>\$ 510,332</u> |
| NET INCOME (LOSS) FROM OTHER ACTIVITIES | <u>\$ 2,304,340</u> | <u>\$ 3,764,078</u> | <u>\$ 1,459,738</u> |
| NET INCOME (LOSS) FROM TOTAL OPERATIONS | <u>\$ 105,000</u> | <u>\$ 193,026</u> | <u>\$ 88,026</u> |
| SUMMARY: | | | |
| TOTAL REVENUES | <u>\$ 70,481,675</u> | <u>\$ 70,007,480</u> | |
| TOTAL EXPENDITURES | <u>\$ 70,376,675</u> | <u>\$ 69,814,454</u> | |
| NET INCOME (DEFICIT) | <u>\$ 105,000</u> | <u>\$ 193,026</u> | |

CONTRIBUTION FROM OTHER ACTIVITIES

| | | -1 | -2 | |
|---------------------------|--------------|------------------|------------------|-----------|
| | | 2012/2013 | 2013/2014 | |
| | | APPROVED | Operating | |
| | | BUDGET | Budget | |
| Apprenticeship Training | Revenues | 2,206,302 | 1,383,770 | |
| | Expenditures | <u>1,971,653</u> | <u>1,339,508</u> | |
| | Contribution | 234,649 | 44,262 | -190,387 |
| Provincial Training | Revenues | 4,501,886 | 4,547,975 | |
| | Expenditures | <u>3,988,763</u> | <u>4,061,468</u> | |
| | Contribution | 513,123 | 486,507 | -26,616 |
| Supplemental | Revenues | 2,493,555 | 813,505 | |
| | Expenditures | <u>2,493,555</u> | <u>813,505</u> | |
| | Contribution | 0 | 0 | 0 |
| Contract Training | Revenues | 5,331,436 | 6,599,259 | |
| | Expenditures | <u>4,276,903</u> | <u>5,197,882</u> | |
| | Contribution | 1,054,533 | 1,401,377 | 346,844 |
| Special Projects | Revenues | 3,751,972 | 3,961,894 | |
| | Expenditures | <u>3,687,491</u> | <u>3,906,031</u> | |
| | Contribution | 64,481 | 55,863 | -8,618 |
| Ancillary Operations | Revenues | 3,437,133 | 3,613,251 | |
| | Expenditures | <u>3,120,898</u> | <u>3,324,081</u> | |
| | Contribution | 316,235 | 289,170 | -27,065 |
| International Projects | Revenues | 957,997 | 2,710,033 | |
| | Expenditures | <u>836,678</u> | <u>1,223,134</u> | |
| | Contribution | 121,319 | 1,486,899 | 1,365,580 |
| TOTAL CONTRIBUTION | | 2,304,340 | 3,764,078 | 1,459,738 |

Capital Budget 2013-2014

| | |
|--|------------------|
| Capital Revenues and Financing | 2,507,238 |
| Summary Capital Expenditures | |
| College Academic Equipment Renewal (Ministry CERF grant) | 204,000 |
| Apprentice Enhancement Fund (Ministry AEF grant) | 177,842 |
| Administrative Capital out of Operating | 125,000 |
| BioEnergy Learning and Research Centre ¹ | 365,972 |
| Solar Project McIntyre Building ² | 700,000 |
| BioEnergy Learning and Research Centre Phase II ³ | 934,424 |
| Total | 2,507,238 |

¹ The multi-year Bioenergy Learning and Research Centre has a total budget of \$5,225,998, (funded by MTCU and the Northern Ontario Heritage Fund Corporation) and will be completed in 2013-2014.

² The Solar Panel Feed-In Tariff (FIT) project is awaiting approval from Ontario Power Authority and is designed to produce cash flows (selling power back to the grid) in order to fully fund the \$700,000 debt repayment over 10 years and provide green energy.

³ The BioEnergy Learning and Research Center Phase II is a project that will entail installation of a small demonstration BioEnergy boiler that will enable enhanced research and learning. It will be funded by external contributions and College restricted funds. Phase II will be completed in the spring of 2014.

**Restated budgeted financial statement for PSAB for Government NPOs.
Summary of MTCU 2013-2014 budget template**

**THE CONFEDERATION COLLEGE OF APPLIED ARTS AND TECHNOLOGY
Budget Statement of Operations
For the Year Ended March 31, 2014**

| | <u>2013-2014</u> |
|---|-----------------------|
| Revenue: | |
| Provincial Grants | 42,924,489 |
| Amortization of Deferred Capital Contributions | 4,076,492 |
| Student Tuition (and fees) | 14,311,598 |
| Contract Services | 7,709,654 |
| Ancillary Operations | 3,053,507 |
| Other Revenue | 1,266,925 |
| Operating Revenue Subtotal | <u>73,342,665</u> |
| Expenditure: | |
| Salaries | 46,104,003 |
| Transportation & Communication | 1,415,752 |
| Services | 8,635,523 |
| Supplies & Minor Equipment | 10,983,561 |
| Ancillary Expenses | 192,659 |
| Amortization Expense | 5,104,186 |
| Other Expense | 1,978,825 |
| Operating Expenditures Subtotal | <u>74,414,509</u> |
| Net excess (deficit) of revenue over expenditures | <u>-1,071,844</u> |

**Restated budgeted financial statement for PSAB for Government NPOs.
Summary of MTCU 2013-2014 budget template**

**THE CONFEDERATION COLLEGE OF APPLIED ARTS AND TECHNOLOGY
Budget Statement of Financial Position
*Balance Sheet March 31, 2014***

| Assets | 2013-2014 Budget |
|--|-----------------------------|
| <i>Current assets</i> | |
| Cash and short-term investments | 7,993,406 |
| Accounts Receivable | 6,700,000 |
| Inventories | 500,000 |
| Prepaid expenses | 140,000 |
| Current portion notes and loans receivable | 60,000 |
| subtotal | 15,393,406 |
| Notes and loans receivable | 0 |
| Investments - Endowment Fund | 7,100,000 |
| Capital Assets | 48,395,426 |
| TOTAL ASSETS | <u>70,888,832</u> |
| Liabilities and Fund Balances | |
| <i>Current liabilities:</i> | |
| Accounts payable and accrued liabilities | 7,000,000 |
| Deferred revenue | 3,500,000 |
| Current portion of long-term debt | 341,000 |
| subtotal | 10,841,000 |
| Post Employment Benefits | 2,880,000 |
| Long-term debt | 2,233,309 |
| Deferred Capital Contributions | 43,316,772 |
| TOTAL LIABILITIES | <u>59,271,081</u> |
| <i>NET ASSETS:</i> | |
| Operating/Unrestricted | 1,200,846 |
| Internally restricted | 0 |
| Invested In Capital Assets | 2,704,955 |
| Endowed | 7,100,000 |
| Externally Restricted (note 12) | 611,950 |
| TOTAL NET ASSETS | <u>11,617,751</u> |
| TOTAL LIABILITIES & NET ASSETS | <u>70,888,832</u> |

**CONFEDERATION COLLEGE
Capital/major projects/financing 5 year plan (preliminary estimates of dates, amounts and source of funding)**

| Description | 2013-2014 | | 2014-2015 | | 2015-2016 | | 2016-2017 | | 2017-2018 | |
|---|------------------|-------------------|-------------------|-------------------|------------------|-------------------|------------------|-------------------|------------------|-------------------|
| | Cost \$ | Capital Additions | Cost \$ | Capital Additions | Cost \$ | Capital Additions | Cost \$ | Capital Additions | Cost \$ | Capital Additions |
| College Equipment and Renewal Fund | 204,000 | Equipment | 204,000 | Equipment | 204,000 | Equipment | 204,000 | Equipment | 204,000 | Equipment |
| Apprentice Enhancement Fund | 177,842 | Equipment | 177,842 | Equipment | 177,842 | Equipment | 177,842 | Equipment | 177,842 | Equipment |
| Operating Funds | 125,000 | Equipment | 75,000 | Equipment | 75,000 | Equipment | 75,000 | Equipment | 75,000 | Equipment |
| BioEnergy Centre | 365,972 | Building | | | | | | | | |
| BioEnergy II Centre | 934,424 | Equipment | | | | | | | | |
| Solar Array Project (FIT program) | 700,000 | Equipment | | | | | | | | |
| Student Village Residence \$15M: | | | | | | | | | | |
| Building-Residence | \$12,500,000 | | 10,000,000 | Building CIP | 2,500,000 | Building | 2,500,000 | Building | 250,000 | Building |
| Equipment | \$2,500,000 | | | | 2,500,000 | Equipment | | | 500,000 | Equipment |
| Fitness Center \$5M | | | | | | | | | | |
| Building | \$3,000,000 | | | | 3,000,000 | Building cip | 2,000,000 | Equipment P3 | | |
| Equipment | \$2,000,000 | | | | | | | | | |
| Student Success Center \$1.75M | | | | | | | | | | |
| Building | \$1,250,000 | | | | | | | | 1,000,000 | Building |
| Equipment | \$500,000 | | | | | | | | 250,000 | Equipment |
| Bridge maintenance Nakina Drive | | | 678,000 | MTCU | | | | | | |
| Total | 2,507,238 | | 11,134,842 | | 8,456,842 | | 3,456,842 | | 1,206,842 | |

Note: Not included in the above is \$400,000 estimated for environmental remediation on a underground fuel tank