



Confederation
COLLEGE



2012-2013 BUSINESS PLAN

*Confederation College inspires learners to succeed in their lives
and careers in northwestern Ontario and beyond*

Confederation College will enrich lives through learning

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Executive Summary

Confederation College's 2012-2013 Business Plan aligns our budgeted resources with our Strategic Plan or Ends policies. This Business Plan has been developed in the context of significant social, economic and demographic change in northwestern Ontario, and fiscal restraint in the provincial government. Confederation College continues to partner with Aboriginal communities to enhance aboriginal student support services with the aim of increasing Aboriginal engagement and success. We are forming strategic partnerships with other educational institutions to the benefit of our students, i.e. the School College Work Initiative with secondary schools, E-Learning with Contact North and common shared programs with other colleges. We are continuing to invest in on-line courses and programs as well as curriculum development, program renewal and blended delivery. We are implementing a new college reporting structure to align resources with strategic directions. Reviews will be undertaken to ensure economy, effectiveness and efficiency of the organization including space utilization and our enterprise information system utilization.

Significant risk factors include enrolment, labour costs and labour relations, information technology, funding, international students and operations. These identified risks will be mitigated through the recently announced strategic corporate reorganization, Strategic Enrolment Management initiatives, investment in staff development, computer security and other software upgrades as well as implementation of a corporate Enterprise Risk Management program.

The 2012-2013 operating budget has planned revenues of \$70.5 million and the capital budget for \$5.3 million for a total of \$75.8 million. Our capital budget includes completion of the BioEnergy Plant Learning and Research Center (phase I and II) and Student Residence Retrofit projects. The Operating Budget has a surplus of \$105,000. This planned surplus is part of the College's plan to replenish the operating reserves to fund the 2011-2012 Early Retirement Incentive Plan (ERIP). This retirement program resulted in the retirements of thirty-two fulltime employees; many of whom will not be replaced. We will be drawing upon internally restricted reserves in order to support a number of strategic initiatives.

The elimination of the Enrolment Bridging Grant by the Ministry as well as the reduction of the Enrolment Growth Grant and the WSIB program grant are the major factors that will result in revenues being reduced. Expenditures are budgeted to decrease overall due mainly to the direct cost savings of the not replacing full-time employees who are retiring under the ERIP, which more than 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, Special Projects and International Projects.

SECTION 1

STATEMENT OF OPERATIONAL OUTCOMES

Confederation College's planned operational outcomes have been captured in our strategic plan ends policies.

We have aligned our budgeted resources with our Strategic Plan. We will monitor performance against our Ends policies.

ENDS POLICY 1

Diverse learners acquire knowledge, skills, and attitudes for success.

E1.1 – Learners access pathways that are supportive, flexible and meet their individual learning needs.

E1.2 – Graduates exceed recognized performance indicators of knowledge, skills, and attitudes.

ENDS POLICY 2

Aboriginal learners experience success in their learning journeys.

E2.1 – Aboriginal learners increase their participation in Confederation College education and training, and achieve increased program completion.

ENDS POLICY 3

Diverse communities have access to a skilled and knowledgeable workforce.

E3.1 – Education and training meets the identified employment needs of northwestern Ontario communities and beyond.

E3.2 – Learners and communities benefit from Applied Research.

AS CONFEDERATION COLLEGE EMPLOYEES, COMMITTED TO EXCELLENCE IN EVERYTHING WE DO, WE:

- Are empowered and engaged;
- Work collaboratively, celebrating each other's achievements; and
- Contribute to a healthy and safe work environment.

The above are also as indicated in our Multi-Year Accountability Agreement (MYAA).

SECTION 2

OUTSTANDING GOALS AND OBJECTIVES

According to Confederation College's 2011-2012 Key Performance Indicators (KPI's) released on April 18, 2012 (which will be reported on the 2011-2012 Multi-Year Accountability Agreement report back) and the capital budget; the following objectives remain outstanding:

- A) Confederation College's KPI results exceeded the provincial average with the exception of the Graduation Rate, which at 63.9% is under the provincial average of 65.0% but higher than the 2010-2011 rate of 61.2%. Our objective was to meet or exceed the provincial average. The Ministry initiated a review of Graduation Rate KPI in August 2010 with six pilot colleges and a report has yet to be issued.
- B) The Regional Education Alliance for Community Health (REACH) building and equipment project has been completed and is operational. Minor signage remains to be completed in the \$22.66 million project.
- C) The BioEnergy Plant Learning and Research Center capital project will be completed in 2012-2013. Additional external funding has enabled us to further develop the research component of this project (phase II).
- D) The Thunder Bay Student Residence Retrofit project will be completed in September 2012. This is the first stage in developing a long-term vision for "Student Village" concept. This concept will encompass multiple student accommodations along with student life supports such as student services, fitness, and recreation. The "Student Village" is expected to have a cultural component that will also support Aboriginal students in their transition to post-secondary education.
- E) The engagement and success of Aboriginal learning and learners continues as a key college Ends policy. The Ends monitoring report focuses on increases to the number of Aboriginal graduates in post-secondary and non-post-secondary, which were 173 and 88 respectively in 2010-2011. In addition, the Ends report looks for an increase in the number of Aboriginal students completing training credentials, which was 370 in 2010-2011. The college will continue to focus on Aboriginal student support services for the approximately 20% of the college students who self-identify to encourage higher recruitment, increased student satisfaction and eventual graduation. The college will reach out to Aboriginal communities in partnerships for the benefit of the students. The college also reaches out to other educational institutions to enhance the academic services provided to Aboriginal students.

SECTION 3

2012-2013 MAJOR INITIATIVES RELATING TO STRATEGIC PLAN

Confederation College exists to ensure the following:

ENDS POLICY 1

Diverse learners acquire knowledge, skills, and attitudes for success.

E1.1 – Learners access pathways that are supportive, flexible and meet their individual learning needs.

E1.2 – Graduates exceed recognized performance indicators of knowledge, skills, and attitudes.

Initiatives:

We have initiated a Strategic Enrolment Management (SEM) project designed to strengthen pathways and infrastructure to improve on what is best for students' success. There are three SEM directions: Northern Ontario College Education, Aboriginal Learning and Access/Success.

We will be completing the implementation of a new college reporting structure to align college resources to better support our Ends in a more cost effective fashion. Our Early Retirement Incentive Plan will see the retirement of 32 employees in early 2012-2013. The college will move forward with a smaller staff complement and will deal with the challenges of new or no replacement staff.

The School College Work Initiative (SCWI) partnership funds high school students to take dual credit high school/college courses on campus. This is a successful “pathway in” for students who have not completed high school. We will assist 1,000 students in this program in 2012-2013.

We are forming strategic partnerships with other educational institutions in areas such as mining, Aboriginal programs and E-Learning. These partnerships will benefit both partners, and lead to more accessible, efficient, and effective program delivery.

The Community Integration through Cooperative Education (CICE) special needs program was approved by the Board and will be implemented for the 2012-13 school year.

We continue to increase our investment to convert courses to online access, which will facilitate E-learning at a course and program level.

We are investing in curriculum and program development for Mechanical Engineering, Architectural Technology, Aerospace Manufacturing, and Computer Programmer.

We will undertake a Banner enterprise computer system review to ensure full utilization of all facets of the system. A website audit will aim for improved access to college and program information. We recognize that for the majority of students their first point of

contact is with the college website.

We invest in Academic and Apprenticeship capital renewal to keep program infrastructure current.

Our Information Technology Department will expand our college Wi-Fi capability by deploying Wi-Fi into the Dorian, McIntyre, ACE and Residence facilities to bring them to the same level as achieved last year in the Shuniah Building. Student capital fees are employed for college computer lab renewal and Multimedia, Broadcasting and Film program equipment.

In order to enhance our floatplane instruction we are purchasing an additional Floatplane for Aviation Flight Management program.

ENDS POLICY 2

Aboriginal learners experience success in their learning journeys.

E2.1 – Aboriginal learners increase their participation in Confederation College education and training, and achieve increased program completion.

Initiatives:

The new college reporting structure saw the establishment of the Vice President Aboriginal Relations office. As well, Negahneewin Council initiated a review to ensure their strategic nature.

Aboriginal Post-secondary Education Training Funding (APET) supports funding for projects and staffing for VP Aboriginal Relations, Aboriginal Counselor, and Learning Café (downtown drop in centre).

The college continues with post-secondary programs: Native Child & Family Services, Aboriginal Community Advocacy Program, College Access and Aboriginal specific service subjects. The college is exploring delivery of aboriginal programming through partnerships with Contact North, George Brown College and other institutions for delivery across all of Ontario.

The First Generation Project primarily benefits students of Aboriginal heritage.

Joint projects with First Nation communities, Northern Training Partnerships and HRSDC have increased to the benefit Aboriginal student training.

We are developing memorandums of understanding with northwestern Ontario Aboriginal communities to work together to support Aboriginal student access and success.

ENDS POLICY 3

Diverse communities have access to a skilled and knowledgeable workforce.

E3.1 – Education and training meets the identified employment needs of northwestern Ontario communities and beyond.

E3.2 – Learners and communities benefit from Applied Research.

Initiatives:

The new college reporting structure saw the establishment of the Vice President Regional Workforce Development office.

In 2012-2013 there will be increased training and development activity with the continuation of Little Jackfish and White Feather training partnership projects.

The Applied Research office will be staffed and active.

BioEnergy Learning and Research Centre is scheduled for completion in 2012-2013.

The new BioEnergy, Learning and Research Centre Phase II (Research Boiler) project will provide dedicated equipment for enhanced learning and research with BioEnergy technology.

AS CONFEDERATION COLLEGE EMPLOYEES, COMMITTED TO EXCELLENCE IN EVERYTHING WE DO, WE:

- Are empowered and engaged;
- Work collaboratively, celebrating each other's achievements; and
- Contribute to a healthy and safe work environment.

Initiatives:

The Staff Personal Professional Development spending account is being expanded to increase participation and development. The total investment in professional development is 1% of our total budget.

The Teaching and Learning Centre (faculty professional development/program renewal) continues to increase offerings.

The Faculty professional development leave plan is active.

Corporate staff training and development policies will be added to encourage a professional development culture encompassing every employee.

Board of Governor's awards of excellence is provided for each of the Faculty, Support and Administrative staff groups.

The Annual "Team Award of Excellence" celebrating a team of employees at the College will be chosen by the previous year's winner.

There is an annual celebration at the Employee Excellence & Service event.

There is increasing support for health and safety initiatives.

The Facilities Department is undertaking a space utilization and related policies review.

Our updated Sustainability Advisory Committee will facilitate environmental and other renewal projects throughout the various campuses. This is expected to look at waste management, energy conservation, liaison with external groups and a land use plan. A Sustainability intern is expected to be funded externally to add resources to this effort.

SECTION 4

SIGNIFICANT RISK FACTORS

Enrolment and (Tuition)

We are budgeting tuition based on a fall semester year over year decrease of 0.3% to 3,235 of actual full-time post-secondary domestic students. In addition, we have planned for an overall 5% increase to the tuition fee rates, which is the maximum allowed under the Ministry's tuition fee policy. Current applications are down from last year so there is a moderate risk that enrolment will not be realized as projected. The demographics of our region indicate a decline in high school graduates (historically 37% of our students are under 21 years old). As well a higher percentage of mature student prospects are moving directly into the workforce due to current employment opportunities.

This financial risk has been mitigated with investments in Strategic Enrolment Management (SEM), corporate reorganization which grouped marketing strategically with recruitment, new program investment, conversion initiatives (application to confirmed offer), increased recruitment and marketing budgets as well as modest corporate contingencies being maintained. We have moved to imbed student success services in the academic division.

Labour Costs/Relations

The request for union certification of part-time staff could impact the College budget; however the success of the request is currently unknown.

Faculty Collective agreement expires on August 31, 2012. The provincial government is recommending no increase in wages due to provincial budgetary deficits. Negotiations are currently underway between the College's Employer Council and OPSEU.

The Early Retirement Incentive Program, which saw 32 employee retirements, will result in fewer or new staff in 2012-2013. We will move aggressively to limit the impact on the college and students of this loss of education experience and college culture.

Information Technology

There is continuing and growing pressure to meet the technology needs of our students and our resources are stretched to meet this demand.

Information technology security and business interruption are always risks. The college mitigates this with a state-of-the-art firewall, antivirus software, network security monitoring appliances, constant software upgrades, as well as business continuity/disaster recovery planning.

Funding Risk

At a time of provincial deficits, there is a risk of further reductions in funding. We have already seen a loss in the Enrolment Bridging Grant and a decline in the Growth funding. We have built the revenue budgets based on known funding announcements and training contracts. MTCU have indicated there will be a June announcement of other Policy Levers, which we interpret as other likely funding losses.

Training contracts are typically term-based with end dates.

There is an increase in federally funded contracts where renewals may be at risk due to federal budget cutbacks.

International

The Ministry announced a \$750 fee on International students will be imposed by the Ministry. This was postponed from 2012-2013 after discussion but we understand that the savings are still expected to be realized in some fashion. The definition of the International students to be encompassed could adversely affect the college in International recruitment.

International events in international target markets or adverse publicity on Canada generally could adversely affect International recruitment and offshore licensing agreements. Incidents affecting the reputations of overseas licensee colleges may affect Confederation College's reputation due to our licensing links with such colleges.

Enterprise Risk Management

The Audit Committee has approved a preliminary Enterprise Risk Management review in 2012-2013. This review, undertaken by internal staff and possibly an intern, will focus on the various risks at the college, i.e. environmental, health and safety, enrolment, funding, reputation, etc. then look at their likelihood and mitigating factors. The final listing of risks by priority will be an input into college strategic planning.

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, presented to the Board in May and published each June, measures and communicates the College's outcomes for the year in relation to the established Strategic Plan and established Ends. The Annual Report summarizes the achievement of these key ends (indicators) along with the financial and anecdotal results.
2. The College achieves its outcomes as measured and reported in the Multiyear Accountability Agreement.
3. The College completes the year in a financially balanced or surplus position while achieving all outcomes.

SECTION 6

THE 2012-2013 BUDGET

2012-2013 Summary of Key Assumptions:

Full-time Post-secondary students	3,033	
Second Career	150	
Workers Compensation Board	52	
International	44	
Part-time students (March 2011 fte's)	413	
Collaborative nursing students ¹	216	
Number of programs ²	67	
Full-time staff	426	
Part-time staff	400	
College facilities	70,959	Sq. m.
Number of campuses	9	
Total operating budget expenditures	\$70.5	Million
Total capital budget	\$5.3	Million

MTCU Operating Grants

	2011/12 Budget	2011/12 Actual (unaudited)	2012/13 Budget
General Purpose Operating Grant GPOG	19,500,503	19,500,503	19,500,503
Performance Funding	359,902	359,902	359,902
Northern/rural	9,471,898	9,471,898	9,471,898
Reporting Entities Grant	36,199	36,199	36,123
Enrolment Growth Funding	1,041,478	1,041,484	701,427
Enrolment Bridging Grant and other	279,895	306,914	0

¹ 198 Thunder Bay & 18 in Region

² Three programs having first-year intake suspended to allow renewal/further viability analysis

Total Operating Grants	30,689,799	30,716,900	30,069,853
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Full-Time Post-Secondary Enrolment Projections for Tuition Purposes

School	2011-12 Budget			2011-12 Actual (unaudited)			2012-13 Budget		
	Summer	Fall	Winter	Summer	Fall	Winter <i>(unaudited)</i>	Summer	Fall	Winter
School of Aviation	40	241	208	43	261	227	40	208	189
School of Business, Hospitality & Media Arts		823	787	4	779	825		726	740
School of Engineering Technology & Trades		644	574	1	634	521		688	626
School of Health & Community Services	22	1,182	1,055	13	1,162	988	22	1,198	1,079
Negahneewin College of Academic & Community Development		120	94	0	101	84		109	93
Regional & Distance Education		390	332	22	339	347		350	315
Less International				0	-30	-43		-44	-40
COLLEGE TOTAL for Post-Secondary Tuition	62	3,400	3,050	83	3,246	2,949	62	3,235	3,002
<i>Less Second Career/ WSIB/CODA (included above)</i>	-2	-236	-236	-2	-175	-166	-2	-202	-202
Total Enrolment in Audit (for grant calculations)	60	3,164	2,814	81	3,071	2,783	60	3,033	2,800

Summary of Full-time Staffing Changes

	2011-2012 Budget	Final 2012-2013 Complement	2012-2013 Budget Fulltime (filled)
Faculty	166.0	173.0	154.0
Support	192.0	189.0	186.0
Administration	71.25	64.25	64.25
Total	429.25	426.25	404.25

We are budgeting a reduction of 25 full-time staff positions.

➤ **Faculty: (decrease of 12):**

One addition in Aviation Flight, one in Geraldton, three in Academic Upgrading, one in Pre-service Fire Fighter, and one in Avionics (Jan/2013). These will be more than offset with 19 full-time vacant faculty positions that are budgeted to be filled with sessional staff for the year.

➤ **Support: (decrease of 6):**

Reduction of one in Print Shop, one in Registration, one in Registration (Second Career), two in Library, two in Continuing Education, one in Food Services, one in Student Services, one in Computer Services, one in Facilities (cleaning); offset by two additions in Communications, four in Employment Works, one in School of Aviation and one in School of Health. In addition, there will be three vacant support staff positions that are budgeted to be filled with part-time staff for the year.

➤ **Administration: (decrease of 7):**

Positions eliminated in Student Success, President's Office, Fitness Center, Residence, Human Resources, Library, and two in Government Relations; offset by one addition in Registrar's department.

The 2012-2013 Budget Details

REVENUES - GENERAL

Post-Secondary Grants are forecast to decrease overall by \$619,946.

The General Purpose Operating Grant (GPOG) for 2012-2013 is calculated using the funding formula based on a "two year slip, three year average" of our College's weighted funding units (audited enrolment adjusted for provincial weighting due to a program's cost and announced funding). As the calculated average enrolment is higher than the BRU (base reference units) we will get a GPOG grant for the base amount (\$19,500,503, same as last year).

The \$279,895 Enrolment Bridging grant was eliminated in the provincial budget and is discontinued.

The Enrolment Growth Grant will be reduced \$340,057. This is due to the moving "two year slip, two year average" going down compared to last year as it now includes 2010/11 (4,499 weighted funding units) but excludes 2008/09 (4,654 weighted funding units) resulting in a lower average for the two years; giving the College less enrolment growth grant funding.

Tuition Fees Net Increase \$109,972

Full-time Post-Secondary tuition revenue is forecast to increase based on the existing tuition fee policy that allows a maximum of a five percent overall rate increase to fees offset by a 4.85% decrease to the budgeted full-time enrolment at 3,235 (fulltime tuition budget is based on Post-Secondary, Second Career and WSIB students).

There are sixty-seven full-time programs including Community Integration through Cooperative Education. There are three programs budgeted to have their first year intake suspended: Aerospace Manufacturing Engineering, Hospitality Management- Hotel, Restaurant & Resort, and Travel & Tourism Adventure and Ecotourism. In addition, due to low application the Architectural Technology program is suspended. Program development is continuing on Computer Programmer and Avionics programs for a September 2013 start.

Part-Time

The part-time tuition rate is increasing five percent in keeping with the tuition fee policy. We have kept the budget for part-time hours of instruction at 100,000 hrs.

Other Revenue Net Decrease \$99,087

Other Revenue is reduced to reflect that the internally restricted funds from operating reserves has been reduced (from \$1,350,000 to \$1,216,043) offset somewhat by miscellaneous revenue increases in the Registrar's Department and miscellaneous other revenue.

Second Career Grant

The Second Career Grant is budgeted to increase \$7,570 to reflect enrolment in this program of 150 students.

Worker's Safety & Insurance Board (WSIB)

Our estimate of WSIB students is reduced from 67 to 52 resulting in a reduction of the WSIB grant of \$105,600. Similar to Second Career students, the WSIB students no longer appear in the full-time student audited enrolment calculations used for future operating grants.

Expenditures – GENERAL

Total salaries and benefits represent a little under two thirds of our total operating budget expenditures and total almost forty-eight million dollars. Increases for 2012-2013 consist of: step increases for employees not at their maximum salary averaging around 1.4% coupled with increases of: 2.0% faculty, 1.75% support and 2.5% administrative staff not on the senior team. All administrative staff had their salaries frozen the last two years and the senior

executives have had the two year freeze on salaries extended another year in the 2012 provincial budget announcements.

These increases have been offset by the ERIP plan that resulted in 32 staff retiring many who will not be replaced.

The College also continued, subject to department demands, the employee voluntary leave of absence without pay program (in all 3 employee groups) that resulted in a reduction of \$100,539 in budgeted full-time labour costs.

Post-Secondary Net Decrease of \$217,666

The main increases to the post-secondary expenditure budgets are salaries and benefits as discussed above, along with increases for aviation fuel costs, aviation budget for funding aviation aircraft loans, increases in the Pre-service Firefighter, Welding, and Dental programs. In addition, there is new initiative funding for the Mechanical Engineering, Avionics, and the Community Integration through Co-operative Educations programs. These increases have been more than offset by temporarily replacing nineteen vacant faculty positions with sessional staff and reducing part-time labour budgets in Aerospace Manufacturing Engineering, Hospitality Management- Hotel, Restaurant & Resort, and Travel & Tourism Adventure and Ecotourism programs.

Administration Net Increase of \$3,003

Administrative expenditure budget increase is due to a new social media support staff addition and enhanced graphics support in the Marketing & Communications Department, increased software maintenance costs and increases for support and administrative staff (with the exception of Senior Team). Staff reductions in the President's office, Human Resources department and the Computer Services department, as well as cost reductions in the Foundation and college fax costs offset this increase.

Facilities Services Net Decrease of \$422,092

The main increases in the Facilities expenditure budgets are increases to full-time staff wages. These increases were more than offset by a staff retirement, an expected vacancy, and the planned energy savings from the BioEnergy Plant that will replace electric with steam heat in the Shuniah and REACH buildings in 2012-2013.

Student Services Net Decrease of \$177,769

The main increases in the Student Services expenditure budgets are increases to full-time staff wages and minor increases in the operating costs for the Health Centre and Library. These increases are more than offset by reductions in two administrative and four support staff positions, along with net reductions in the Registrar's department overhead.

Strategic Initiatives Net Increase of \$314,552

The Strategic Initiatives expenditure budget is \$2.5 million and consists of Board approved initiatives utilizing internally restricted operating reserves and 2012-2013 Budget initiatives.

In 2011-2012 the Board approved thirteen initiatives totaling \$1,350,000 from internally restricted operating reserves. Nine initiatives have continued into 2012-2013 with the significant projects being the development of on-line courses, start-up of Applied Research, development of International recruitment and initiatives funding set-aside to assist the new President. In 2012-2013, the second year of the Applied Research initiative is recognized (three years approved by the Board). The Infrastructure Department is allocated \$200,000 to meet health, safety, signage, and deferred maintenance requirements. The total internally restricted balance would be \$1,216,043 at March 31, 2012.

The 2012-2013 strategic initiatives continue with engaged learning through E-Learning, curriculum and program development and renewal, marketing initiatives, website audit, Information Technology bandwidth changes and staff personal professional development funding. The final loan payment for the strategic purchase of the Banner enterprise information system is also included.

STRATEGIC INITIATIVES			
	Balance 2011-2012 (unspent)	New additions	Adjusted March 31, 2012
Funded from Internally Restricted Reserves:			
Convert Courses to online	44,310		44,310
Employee Professional Development fund carryover	90,378	83,983	174,361
Surplus Equipment sales-School of Engineering	8,340		8,340
Curriculum development-CICE	30,144		30,144
Facilities Department Infrastructure	68,793	200,000	268,793
Presidents contingency	135,905		135,905
Applied Research	95,660	250,000	345,660
International	100,000		100,000
Student Services: Strategic Enrolment Management	108,530		108,530
Total	682,060	533,983	1,216,043
In-year Initiatives:			
Engaged E-Learning			250,000
Mechanical Engineering Program Development			31,000
Pre-service Firefighter Program Development			37,500
Avionics Program Development			42,990
Website Audit			40,000
Media/Advertising - Southern Ontario			100,000
Increase Bandwidth of Internet Connection			30,000
Streaming Video			15,000
Community Integration through Cooperative Education			96,350
Government Relations			24,425
Other:			
Banner Loan (Final payment - March 2013)			515,919
Employee Professional Development (Base Budget)			107,906
Total			2,507,133

Other Activities Increased Net Contribution of \$312,119

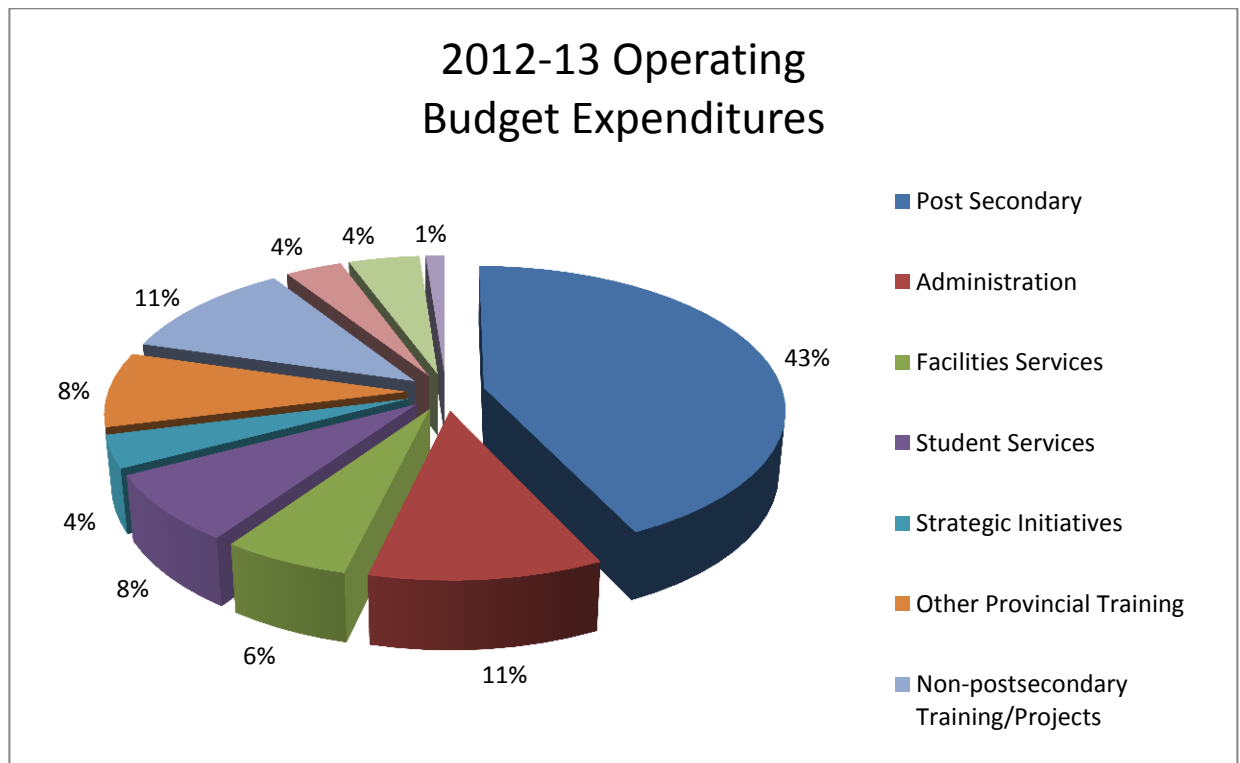
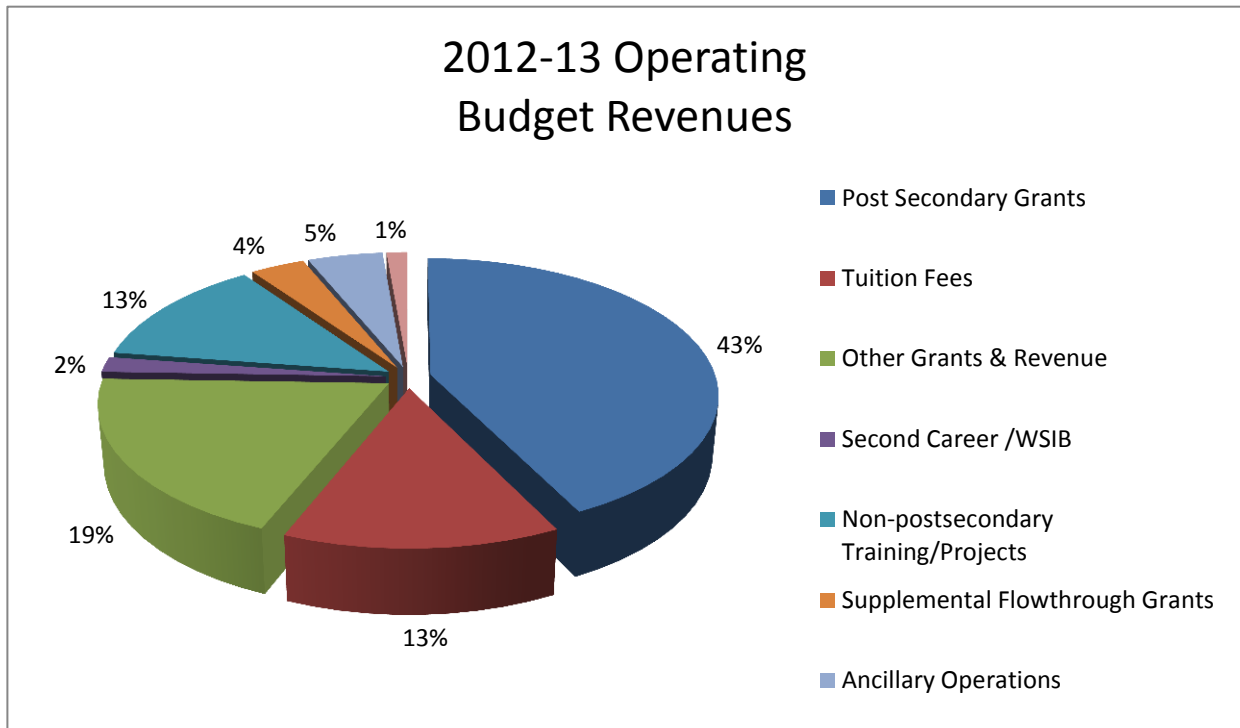
The Contract Training/Special Project's Division continues to have numerous multi-year training agreements for delivery across the region. Overall, these activities will have a budgeted increased contribution of \$243,909 in net revenues towards general operations.

The International department is budgeting for an increased net contribution of \$100,000 and the Ancillary operations are budgeted for a reduction of \$22,384.

Charts

CONFEDERATION COLLEGE				
OPERATING BUDGET FOR FISCAL 2012/2013				
With Comparison to the Approved Budget for Fiscal 2011/2012				
	2011/2012 APPROVED BUDGET	2011/2012 ACTUAL <i>unaudited</i>	2012/2013 BUDGET	Budget VARIANCE Better (Worse)
REVENUES-GENERAL				
Post Secondary Grants	\$ 30,689,799	\$ 30,683,870	\$ 30,069,853	\$ (619,946)
Tuition Fees	9,362,814	8,980,074	9,472,786	\$ 109,972
Other Revenue	7,084,942	6,228,771	6,985,855	\$ (99,087)
Second Career Grant (PS)	890,930	866,812	898,500	\$ 7,570
WSIB Program	480,000	153,242	374,400	\$ (105,600)
	\$ 48,508,485	\$ 46,912,769	\$ 47,801,394	\$ (707,091)
EXPENDITURES-GENERAL				
Post Secondary	\$ 30,456,630	\$ 28,974,513	\$ 30,238,964	\$ 217,666
Administration	7,595,297	7,581,077	\$ 7,598,300	\$ (3,003)
Facilities Services	4,570,611	4,542,894	4,148,519	\$ 422,092
Student Services	5,610,587	5,796,689	\$ 5,432,818	\$ 177,769
Strategic Initiatives	2,192,581	2,434,105	2,507,133	\$ (314,552)
Capital from Operating	75,000	-106,188	75,000	\$ -
	\$ 50,500,706	\$ 49,223,090	\$ 50,000,734	\$ 499,972
NET INCOME (LOSS) FROM GENERAL OPERATIONS				
	\$ (1,992,221)	\$ (2,310,321)	\$ (2,199,340)	\$ (207,119)
REVENUES-OTHER ACTIVITIES				
Apprenticeship Training	1,877,347	1,324,918	2,206,302	\$ 328,955
Provincial Training	4,599,373	4,607,343	4,501,886	\$ (97,487)
Supplemental Flowthru Funds	2,448,262	1,735,753	2,493,555	\$ 45,293
Contract Training	4,891,247	6,124,484	5,331,436	\$ 440,189
Special Projects	5,082,870	3,593,540	3,751,972	\$ (1,330,898)
Ancillary Operations	3,344,163	2,374,118	3,437,133	\$ 92,970
International Projects	947,000	882,174	957,997	\$ 10,997
	\$ 23,190,262	\$ 20,642,330	\$ 22,680,281	\$ (509,981)
EXPENDITURES-OTHER ACTIVITIES				
Apprenticeship Training	1,674,851	1,446,999	1,971,653	\$ (296,802)
Provincial Training	4,044,017	4,029,928	3,988,763	\$ 55,254
Supplemental Flowthru Funds	2,448,262	1,735,717	2,493,555	\$ (45,293)
Contract Training	4,253,798	4,729,615	4,276,903	\$ (23,105)
Special Projects	4,845,214	4,022,961	3,687,491	\$ 1,157,723
Ancillary Operations	3,005,544	2,045,433	3,120,898	\$ (115,354)
International Projects	926,355	729,239	836,678	\$ 89,677
	\$ 21,198,041	\$ 18,739,892	\$ 20,375,941	\$ 822,100
NET INCOME (LOSS) FROM OTHER ACTIVITIES				
	\$ 1,992,221	\$ 1,902,438	\$ 2,304,340	\$ 312,119
NET INCOME (LOSS) FROM TOTAL OPERATIONS				
	\$ -	\$ (407,883)	\$ 105,000	\$ 105,000
SUMMARY:				
TOTAL REVENUES	\$ 71,698,747	\$ 67,555,099	\$ 70,481,675	\$ (1,217,072)
TOTAL EXPENDITURES	\$ 71,698,747	\$ 67,962,982	\$ 70,376,675	\$ 1,322,072
NET INCOME (DEFICIT) Operating Budget	\$ -	\$ (407,883)	\$ 105,000	\$ 105,000
GAAP adjustments for External Reporting:				
Depreciation			-4,870,839	
Deferred Capital Contribution amortization			3,512,681	
Long Term Debt reduction			398,902	
Adjustments to Post Employment Benefits and vacation and sick leave accrual			-1,291,352	
Internally Restricted Funds			-1,216,043	
Restated Statement of Operations			-3,361,651	
Budget for 2012-2013				

2012-13 Operating Budget



(Prepared in accordance with Ministry Directives)

2012-2013 Capital Budget

Capital Revenues and Financing	5,333,654
Summary Capital Expenditures	
College Academic Equipment Renewal (Ministry CERF grant)	203,000
Digital camera (funded by student tech fees)	135,000
Floatplane and portable fuel tank (funded by aviation budget)	238,305
Apprentice Enhancement Fund (Ministry AEF grant)	201,840
Administrative Capital out of Operating	75,000
BioEnergy Plant Learning and Research Centre ¹	2,320,572
Residence Retrofit ²	1,225,513
BioEnergy Learning and Research Centre Phase II ³	934,424
Total	5,333,654

¹ *The multiyear Bioenergy Plant Learning and Research Centre has a total budget of \$5,225,987, is funded by Ministry Training Colleges and Universities and the Northern Ontario Heritage Fund Corporation; and will be completed in 2012-2013.*

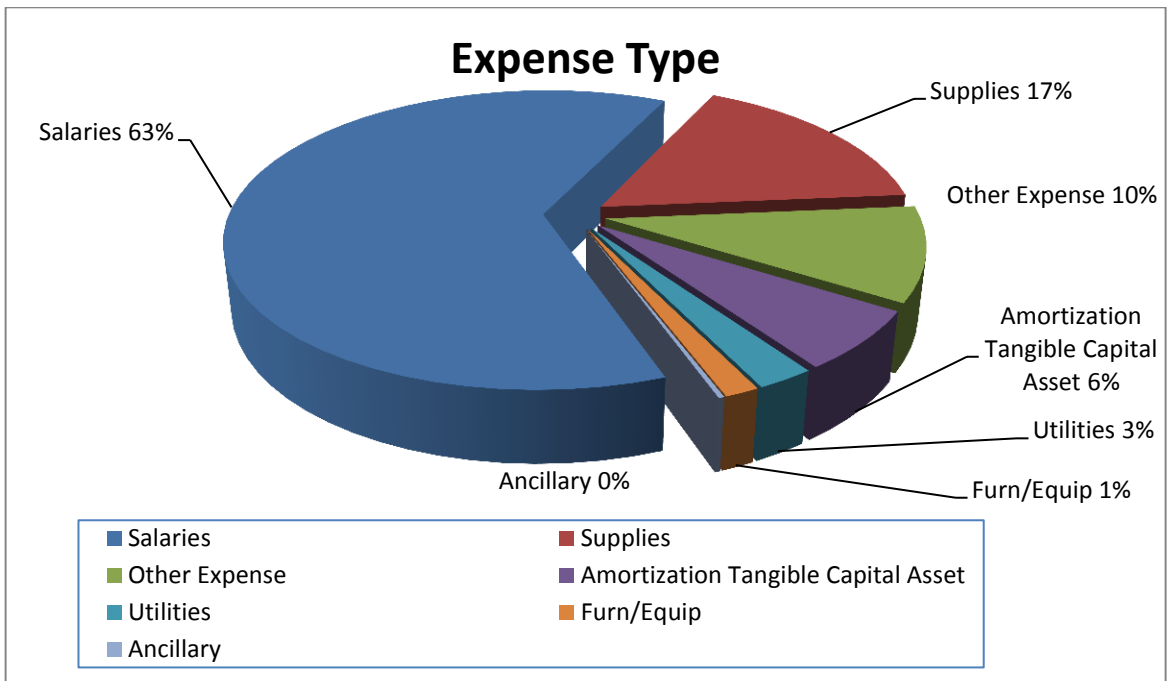
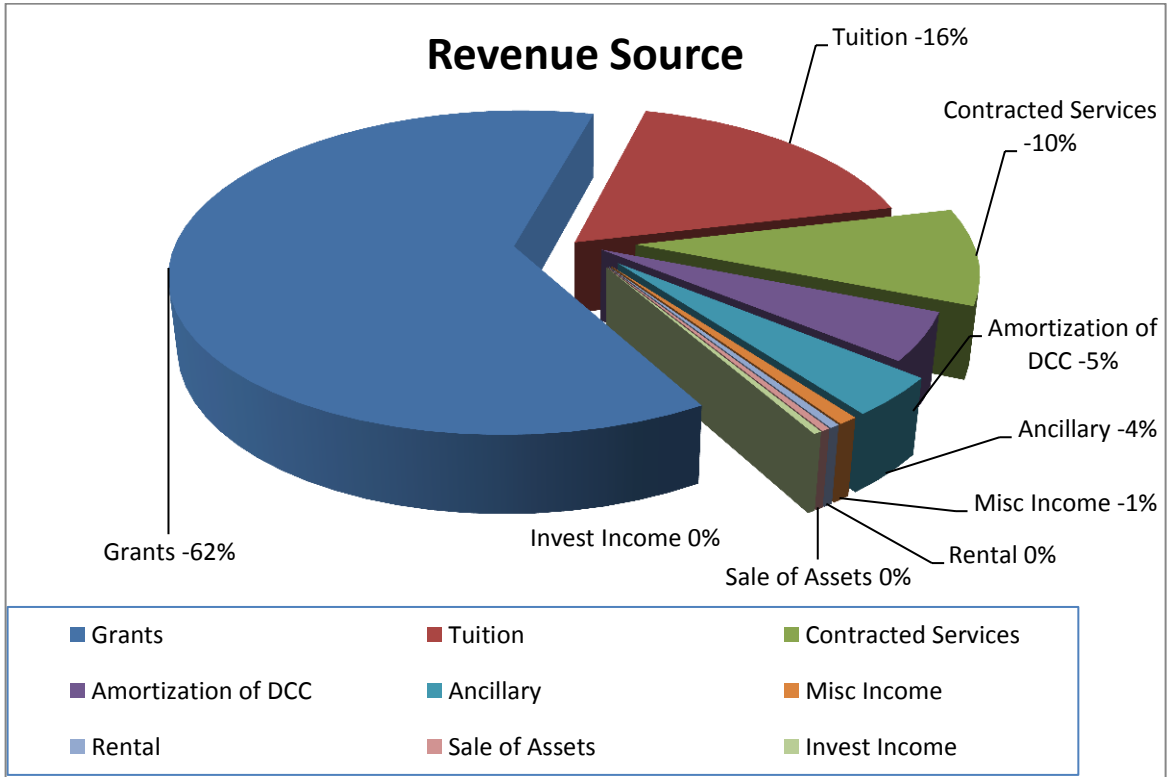
² *The multiyear Residence Retrofit project has a total budget of \$1,700,000, is financed by an Ontario Finance Authority long term loan. This loan will be repaid with the cash flows from the retired Ontario Ministry of Housing mortgage which matures July1, 2012. The project will be completed September 2012.*

³ *The BioEnergy Learning and Reseach Center Phase II is a one year project that will be funded by external contributions and College budgeted funds. Phase II will be completed in the spring of 2013.*

THE CONFEDERATION COLLEGE OF APPLIED ARTS AND TECHNOLOGY		
Budget Statement of Operations		
For the Year Ended March 31, 2013		
		2012
Revenue:		
Provincial Grants		45,297,547
Student tuition		12,682,748
Contract Services		7,045,973
Ancillary Operations		2,855,909
Investment Income		250,000
Rental Income		300,452
Amortization of deferred capital contributions		3,512,681
Misc Operating Revenue		833,004
Operating Revenue Subtotal		72,778,314
Expenditure:		
Salaries		47,686,495
Supplies and General Admin		12,607,505
Utilities		3,641,333
Furniture and Equipment		1,138,166
Ancillary Expenses		192,659
Other Expense		10,873,807
Operating Expenditures Subtotal		76,139,965
Net excess (deficit) of revenue over expenditures		-3,361,651

(Prepared in accordance with Generally Accepted Accounting Principles)

2012-13 Budget Statement of Operations



(Prepared in accordance with Generally Accepted Accounting Principles)

THE CONFEDERATION COLLEGE OF APPLIED ARTS AND TECHNOLOGY
Budget Balance Sheet March 31, 2013
with comparative figures for 2012

Assets	2012 Actual unaudited	2013 Budget
Current assets		
Cash and short-term investments	9,783,015	16,621,680
Grants receivable	3,323,404	613,404
Accounts Receivable	8,205,057	4,200,000
Due from Foundation	447,104	0
Inventories	532,637	532,638
Prepaid expenses	837,624	837,624
subtotal	23,128,840	22,805,345
Notes and loans receivable	53,495	53,495
Investments	6,402,971	6,505,324
Sinking Fund Investment	3,088,579	0
Capital Assets	53,458,196	52,684,501
TOTAL ASSETS	86,132,081	82,048,665
Liabilities and Fund Balances		
Current liabilities:		
Accounts payable and accrued liabilities	5,629,098	5,600,000
Accrued vacation pay	2,991,230	2,991,231
Deferred revenue	9,352,628	8,524,297
Current portion of long-term debt	3,703,067	398,902
subtotal	21,676,023	17,514,430
Future costs employee benefits	659,000	659,000
Accrued sick leave liability	795,334	2,086,686
Long-term debt	70,388	1,658,363
	0	0
Deferred Capital Contributions	47,422,812	47,450,386
TOTAL LIABILITIES	70,623,558	69,368,865
NET ASSETS:		
Operating/Unrestricted	6,773,049	6,878,049
Internally restricted	1,216,043	0
Net assets future costs employee salary/benefits	-4,445,564	-4,445,564
Invested In Capital Assets	4,894,531	3,176,850
Endowed	6,505,324	6,505,324
Externally Restricted	565,141	565,141
TOTAL NET ASSETS	15,508,524	12,679,800
TOTAL LIABILITIES & NET ASSETS	86,132,081	82,048,665