



2015/2016 BUSINESS PLAN

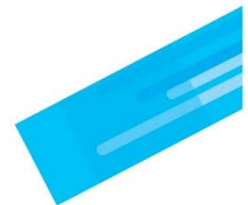


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Executive Summary

In accordance with Section 8 of O. Reg.34/03 under the *Ontario Colleges of Applied Arts and Technology Act, 2002*, Confederation College of Applied Arts and Technology presents its 2015-2016 Business Plan. The Business Plan has been developed in the context of significant social, economic, and population demographic change in northwestern Ontario, as well as policy change and fiscal restraint in the provincial and federal governments. This plan aligns our budgeted resources with our Multi-Year Accountability Agreement (MYAA), Strategic Mandate Agreement (SMA), Board Ends policies and the 2013-2016 Strategic Plan, Wiicitaakewen. Since this is the last year of our 2013-16 Strategic Plan, we continue to focus our efforts on completing the key initiatives in support of our Vision.

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

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

The 2015-2016 operating budget has planned operating revenues of \$70.8 million and a capital budget of \$3.0 million for a total of \$73.8 million.

Our 2015-2016 operating revenue is estimated at \$70.8 million, which is a decrease of approximately \$1.7 million or 2.3% compared to the 2014-15 actual year-end results. This decrease in revenue is primarily associated with changes in regional demographics, economics and changes in the approach to Labour Market Development funding, specifically the Canada-Ontario Job Grant. Expenditures for 2015-16 are projected to decrease by \$2.5 million or 2.5%. The 2015-16 operating budget is forecast as a balanced budget.

The College has implemented an integrated risk management process aligned with Executive Limitations. Multiyear risk factors that have been identified within the plan include significant changes in the economy and labour market demand, the political landscape and resultant funding, as well as student and staff demographics. These identified risks will be mitigated by Strategic Enrolment Management initiatives, professional development investment in staff, relationship and partnership initiatives.

SECTION 1

STATEMENT OF STRATEGIC DIRECTIONS TOWARDS OPERATIONAL OUTCOMES

Confederation College's strategic directions and operational outcomes have been identified in our 2013-16 strategic plan.

Summary of Strategic Directions

1. ACCESS AND SUCCESS

- 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. ABORIGINAL LEARNING

- 2.1 Realize the Negahneewin Vision for Learners.
- 2.2 Further align the learner support and programming of Negahneewin throughout Confederation College.
- 2.3 Implement the Centre 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

People:

Confederation College will continue to invest in our people. The development of teams that support collaboration and communication, professional development and leadership development are key investments.

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 supportive and innovative information technology will support the 2013-16 directions.

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, alumni, health sector, all levels of government, as well as Aboriginal communities and organizations.

SECTION 2

OUTSTANDING GOALS AND OBJECTIVES

The following objectives continue from the 2014-15 Business Plan:

- A) Stabilizing enrollment through the Strategic Plan and Strategic Enrolment Management, which serve as overarching frameworks to the College's Strategic activities.
- B) Key Performance Indicators (KPI) are consistently at or above the provincial average. We experienced an increase of 7.7% to the Graduation Rate KPI (58.2% to 65.9%) allowing us to exceed the provincial average for the first time in 5 years. We will continue to focus on student success, in order to further improve our graduation rate. Our objective is to continue to meet or exceed the provincial average of all KPIs.
- C) Phase one of the Student Village (construction of two new student residences) will be completed in the fall 2015 through a P3 partnership.
- D) Collaboration of the six northern colleges (Boreal, Cambrian, Canadore, Confederation, Northern and Sault) in the delivery of selected programs and related academic and administrative infrastructure in order to sustain programming and increase efficiency.

The following major objectives are new for the 2015-2016 Business Plan:

- E) Development and investment of phase two of the Student Village, specifically development of the Student Wellness Centre that provides a variety of services and alternative supports with a greater mind-body focus. Growth of a diverse, resilient and productive regional workforce can be strengthened through student health, wellness and engagement.
- F) The development of Technology Education & Collaboration (TEC) Hubs in Kenora and Thunder Bay to allow students to witness first-hand how innovative ideas are converted from designs into prototypes, business plans are made, and new products are marketed and launched while faculty hone curriculum and teaching methods based on how students, employers and researchers collaborate and learn from one another.

SECTION 3

MAJOR 2015-16 INITIATIVES RELATING TO THE STRATEGIC PLAN

Execution of the Strategic Plan is being overseen by the Strategic Leadership Team (SLT). Each member of the SLT is responsible for one or more of the 27 Work Groups formed to implement the Plan: 107 individuals volunteered to participate in one or more Work Groups (45 faculty, 43 administrators, 17 support staff and 2 students or external representatives).

Each Work Group developed a terms of reference, a work plan and logic model for their respective tactic. Recommendations from the work groups are tabled for SLT's approval before implementation and submissions for financial support were reviewed during the budget process. \$518,075 is included in the 2015-2016 budget in support of Strategic Initiatives.

Additional funding for a number of the specific initiatives outlined below has been provided through the Northern Colleges Collaboration Grant, Postsecondary Education Funds for Aboriginal Learners-Targeted initiatives Fund, the Ontario Council on Admissions and Transfer, the Northern Ontario Heritage Fund Corporation, Ontario Online, FedNor, and private sector partners.

1. ACCESS AND SUCCESS

- 1.1 Implement the Confederation College Student Village with learner success as a major theme and including enhanced support for Aboriginal learners.
 - The first phase in the accommodation component will open in the fall of 2015. Further accommodation capacity will be developed as demand warrants.
 - A concept, massing and business plan has been developed for the Wellness Centre component of the Student Village. The design/build contractor has been selected through an RFP process. We anticipate that design will be finalized through the fall of 2015 concurrent to finalizing the funding model. Given funding and Ministry of Training, Colleges and Universities (MTCU) and Ministry of Finance (MF) approval, it is anticipated that the Centre will open in the fall of 2017.
- 1.2 Expand the Virtual College including Technology Enabled Learning (TEL) to provide access to programming and services throughout northwestern Ontario and beyond.
 - Continue to expand programs, partnerships and infrastructure based on the 2013/14 inventory and demand analysis. This includes but is not limited to:

- Pilot the TEL delivery of the Computer Programmer Diploma at regional campuses. Develop and implement the Diabetes Wellness Certificate through Ontario Online. Complete the development of the Aboriginal Canadian Relations Certificate for delivery through Ontario Online.
 - With the six northern colleges, collaborate on the implementation of access, delivery and student success via distance and partnerships. The delivery of selected TEL courses commenced in 2014/15. It is anticipated that fully integrated TEL delivery will commence in the fall of 2016 focussed on business programming.
- 1.3 Develop and improve supportive learner resources and success through Flexible Learning.
- Expansion of the use of E-texts and E-resources across multiple programs through pilot studies and strategic initiatives.
 - Expand the development of defined “fast” and “slow” tracks (Pick your Pace) in programs to more effectively support student success.
 - Develop and implement asynchronous and blended courses to open new markets and respond to learner needs.
- 1.4 Expand support to employees and learners to facilitate learner access and success.
- Further refine the comprehensive student success strategy led by the Learning Resources Division.
 - Increase the number of employees completing the Certificate in Facilitating Student Success.
 - Provide professional development opportunities for faculty and staff to deliver and support TEL in the classroom and online.
- 1.5 Implement Study North to recruit learners to Confederation College.
- Continue the implementation of the three-year Study North project that commenced in the fall of 2014. The 2015-16 initiatives will include expanded lead generation through recruitment fairs and increased capture/conversion of prospective students through incentives.
- 1.6 Expand International Education.
- Continue to expand our international student population and support their success in studies and employment through partnerships with the City of Thunder Bay, Lakehead School Boards and Lakehead University.
 - Explore opportunities to expand international training and development partnerships.

2. **ABORIGINAL LEARNING**

2.1 Realize the Negahneewin Vision for Learners.

- The renewed Negahneewin Council will review the strategic initiatives and partnerships in support of the Negahneewin Vision and provide recommendations for further development.

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

- The Negahneewin Education Circle continues to implement initiatives to further develop a College culture in support of Aboriginal learning. A major emphasis is to support the implementation of Aboriginal Learning Outcomes in every postsecondary program (currently in 58% of programs and >90% by the fall of 2016).

2.3 Centre for Policy in Aboriginal Learning (CPAL).

- CPAL will continue to provide leadership to the northern colleges' best practices in aboriginal student recruitment, transition and success.
- Engage with the Indigenous Peoples Education Circle, Colleges Ontario, Aboriginal community based institutes and the Ministry of Training, Colleges and Universities to support learner success in Aboriginal Postsecondary Education.
- With Trent University and First Nations Technical Institute, CPAL continues the alliance of critical resources in Aboriginal education developing learner pathways to enable transfer among the institutions.
- Increase the number of employees completing the Bawaajigan Certificate, a professional development opportunity through a series of workshops that increase awareness with respect to the historical, political and social context of Aboriginal Education.

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.

- Build on the success of the School College Work Initiative and expand the Confederation Bound initiative.
- Explore funding options and MTCU/MF approval in support of co-location of the campus in Sioux Lookout with the new Queen Elizabeth II District High School.
- Co-locate the Wawa Campus in the Michipicoten High School.

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.
 - Through program and services review, identify opportunities to increase efficacy and efficiency of programs. Refer to 1.2 and 1.3 for examples of new programming and expanded program delivery.
- 3.2 Support community development through the implementation of an integrated employment services/training network.
 - Working in conjunction with the Ministry of Economic Development and Infrastructure (MEDEI) and Deloitte to develop a Social Impact Bond. This approach would serve the Thunder Bay District through the integration of employment services and training to move clients furthest from the labour market to employment.
- 3.3 Support community-based innovation through the implementation of innovation and entrepreneurship hubs and infusion of opportunities for entrepreneurship within programming.
 - Deliver entrepreneurship workshops and information sessions for youth in Thunder Bay and across the region in partnership with Lakehead University and the Northwest Ontario Innovation Centre.
 - Develop a business plan to move ahead on the findings of the Technology/Entrepreneurism Hub feasibility study for the Thunder Bay and Kenora campuses. The Thunder Bay campus plan will include the opportunity to renew trades and technology 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.
 - Further develop partnerships and seek external funding to support research in green energy, wellness, and Aboriginal learning.
 - Incorporate applied research activity into experiential curriculum delivery.

SECTION 4

EXTERNAL FACTORS

Economic Change / Labour Market Demand:

- The economy and labour market in many northwestern Ontario communities continue to experience significant change. This has included strong growth in specific local economies with an associated relatively low unemployment while other communities have continued to experience limited economic activities and high unemployment. The spring 2015 North Superior Workforce Development Board report shows a growing workforce, relatively low unemployment and continued employment opportunities for skilled workers.
- With primary industries such as forestry and mining — in addition to growing service sectors — making progress in the region, we can anticipate that Thunder Bay's employment will continue to be relatively strong. The relatively strong economy in Thunder Bay continues to have significant impacts on student enrollment and retention.

Political Landscape / Funding:

- The changing federal and provincial economic and political landscape provide significant challenges to ensuring sustainable, predictable funding. As the province must deal with the significant debt and increasing demand for services, specifically within health and long-term care, the provision of sustainable, predictable funding to colleges will be more difficult. In addition, there is uncertainty and changing practices associated with federal government funding of Aboriginal Education. The implementation of the Canada Ontario Job Grant has resulted in a significant reduction in skills training and labour market development activities in many northwestern Ontario communities.

Student Demographics:

- Confederation continues to have the highest percentage of both Aboriginal and First Generation students in postsecondary programming, ranked 1st of all Ontario colleges. The College continues to increase the population of international students that originate from more than 15 countries. These student demographics create a context which requires a unique set of student and employee supports in order to ensure successful completion of programming while maintaining or improving student and employer satisfaction.

Staff Demographics:

- 12% of our full time employees are eligible for retirement by December 2015 and 27% are eligible for retirement by December 2020. This has created significant succession planning issues and opportunities.

Aboriginal Institutes:

- Aboriginal Institutes in Ontario have proposed a roadmap to recognition with the goal of being directly funded and integral part of Ontario's post-secondary system. In the spring of 2015, the Minister of Training Colleges and Universities has announced expanded support for Aboriginal Institutes. This growth in support provides both a challenge and an opportunity for all colleges in the province.

Post-Secondary Enrolment:

- OCAS data indicates that based on regional demographics Confederation College enrolment will decrease as will enrollment at most Ontario colleges. Confederation College has undertaken a number of Strategic Enrollment Management initiatives to expand existing markets and enter into new markets in order to stabilize enrolment.

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 data, 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.
2. The College Annual Report summarizes the achievement of the Ends and performance indicators along with financial and narrative evidence.
3. The College achieves its outcomes as measured and reported in the Multi-Year Accountability Agreement.
4. Strategic Plan Work Groups monitor and report progress to SLT.
5. The College completes the year in a financially balanced or surplus position while achieving all outcomes.

SECTION 6

THE 2015-2016 BUDGET

2015-2016 Summary of Key Assumptions:

Full-time Post-secondary learners	2940	
Second Career learners	40	
Workers Compensation Insurance Board learners	5	
International learners	323	
Total full-time enrolment	3308	
Part-time learners (March 2014 FTE's) (represents 9,025 part-time learner registrations)	581	
Collaborative nursing learners	404	
Number of full-time post-secondary programs	64	
Full-time staff budgeted	403	
College facilities	70,959	Sq. m.
Number of campuses	9	
Total operating budget expenditures	\$70.8	Million
Total capital budget	\$2,998,421	

MTCU Post-Secondary Operating Grants

	2014/15 Budget	2014-15 Actual	2015/16 Projection
General Purpose Operating Grant GPOG	19,500,503	19,138,038	19,138,095
Performance Funding	399,064	478,678	478,690
Northern & Rural Grant	9,471,898	9,471,898	9,471,898
Reporting Entities Grant	35,472	35,510	35,679
Enrolment Growth Funding	1,564,463	1,791,409	1,412,271
Grant reductions: \$750 per 1st year International student	- 216,000	- 133,110	- 400,000
Total Operating Grants	30,755,400	30,782,424	30,136,633

Confederation College

Enrolment Headcount Report - 2015/2016 Projections

**Includes International Students/Second Career/WSIB Students*

	2014-15 Actuals			2015-16 Budget		
	<i>summer</i>	<i>fall</i>	<i>winter</i>	<i>summer</i>	<i>fall</i>	<i>winter</i>
School of Aviation	60	254	250	75	276	284
School of Business , Hospitality & Media Arts	27	800	788	10	835	839
School of Engineering Technology & Trades	28	692	593	20	685	636
School of Health & Community Services inc. Negahneewin	87	1271	1117	38	1125	1078
Regional & Distance Education	17	395	367	20	387	346
Subtotal College *Headcount	219	3,412	3,115	163	3,308	3,183
Less International	62	304	339	43	323	393
COLLEGE TOTAL for Revenues General Tuition Fees	157	3,108	2,776	120	2,985	2,790
Less Second Career/WSIB/CODA (included above)	7	114	92	1	45	45
Total Enrolment in Audit (for grant calculations)	150	2994	2684	119	2940	2745

CHARTS

CONFEDERATION COLLEGE
BUDGET PROJECTION for FISCAL 2015/2016
With Comparison to Actual Results for 2014/2015

	(1) 2014/2015 APPROVED BUDGET	(2) 2014/2015 ACTUAL at March 31, 2015	(3) 2015/2016 BUDGET PROJECTION	(4) VARIANCE Col (3) versus (2) Better (Worse)
REVENUES-GENERAL				
Post Secondary Grants	\$ 30,755,400	\$ 30,782,424	\$ 30,136,633	\$ (645,791)
Tuition Fees-Domestic	9,752,989	9,424,411	9,597,362	172,951
Tuition Fees and Other Revenue-International	4,260,835	6,134,010	6,217,269	83,259
Other Revenue	5,387,475	5,700,494	5,599,059	(101,435)
Second Career Grant (PS)	521,130	470,215	239,600	(230,615)
WSIB Program	287,600	69,454	35,950	(33,504)
	<u>\$ 50,965,429</u>	<u>\$ 52,581,008</u>	<u>\$ 51,825,873</u>	<u>\$ (755,135)</u>
EXPENDITURES-GENERAL				
Post Secondary-Domestic & International	\$ 31,627,944	\$ 32,592,402	\$ 31,387,911	\$ 1,204,491
International Programs-Admin.Recruitment & Support	1,561,166	1,675,783	2,116,062	(440,279)
Administration	8,334,382	7,899,662	8,485,698	(586,036)
Facilities Services	4,653,076	5,213,613	5,064,418	149,195
Student Services	5,144,199	5,134,520	5,048,386	86,134
Strategic Initiatives	1,064,994	951,629	1,022,462	(70,833)
Capital from Operating	135,000	145,502	-	145,502
	<u>\$ 52,520,761</u>	<u>\$ 53,613,111</u>	<u>\$ 53,124,937</u>	<u>\$ 488,174</u>
NET INCOME (LOSS) FROM GENERAL OPERATIONS	\$ (1,555,332)	\$ (1,032,103)	\$ (1,299,064)	\$ (266,961)
REVENUES-OTHER ACTIVITIES				
Apprenticeship Training	\$ 1,504,370	\$ 890,274	\$ 1,513,957	\$ 623,683
Provincial Training	4,635,547	5,146,369	4,635,547	(510,822)
Supplemental Flowthru Funds	1,913,552	1,524,581	1,913,552	388,971
Contract Training	5,100,000	2,186,012	2,667,070	481,058
Special Projects	4,859,049	6,570,333	4,604,775	(1,965,558)
Ancillary Operations	3,563,251	3,591,804	3,616,111	24,307
	<u>\$ 21,575,769</u>	<u>\$ 19,909,373</u>	<u>\$ 18,951,012</u>	<u>\$ (958,361)</u>
EXPENDITURES-OTHER ACTIVITIES				
Apprenticeship Training	\$ 1,327,304	\$ 1,018,938	\$ 1,201,549	\$ (182,611)
Provincial Training	3,987,579	4,525,829	3,812,402	713,427
Supplemental Flowthru Funds	1,913,552	1,578,469	1,913,552	(335,083)
Contract Training	4,380,000	2,365,706	2,736,324	(370,618)
Special Projects	4,621,966	6,670,247	4,474,047	2,196,200
Ancillary Operations	3,613,085	3,488,161	3,514,074	(25,913)
	<u>\$ 19,843,486</u>	<u>\$ 19,647,350</u>	<u>\$ 17,651,948</u>	<u>\$ 1,995,402</u>
NET INCOME (LOSS) FROM OTHER ACTIVITIES	\$ 1,732,283	\$ 262,023	\$ 1,299,064	\$ 1,037,041
NET INCOME (LOSS) FROM TOTAL OPERATIONS	\$ 176,951	\$ (770,080)	\$ -	\$ 770,080
Net Income (Deficit)			\$ -	
SUMMARY:				
TOTAL REVENUES	\$ 72,541,198	\$ 72,490,381	\$ 70,776,885	\$ (1,713,496)
TOTAL EXPENDITURES	\$ 72,364,247	\$ 73,260,461	\$ 70,776,885	\$ 2,483,576
NET INCOME (DEFICIT)	\$ 176,951	\$ (770,080)	\$ -	\$ 770,080

CONTRIBUTION FROM OTHER ACTIVITIES

		(1) 2014/2015 APPROVED BUDGET	(2) 2014/2015 ACTUAL at March 31, 2015	(3) 2015/2016 BUDGET PROJECTION	(4) VARIANCE Col (3) versus (2) Better (Worse)
Apprenticeship Training	Revenues	\$ 1,504,370	\$ 890,274	\$ 1,513,957	
	Expenditures	1,327,304	1,018,938	1,201,549	
	Contribution	<u>177,066</u>	<u>(128,664)</u>	<u>312,408</u>	441,072
Provincial Training	Revenues	4,635,547	5,146,369	4,635,547	
	Expenditures	3,987,579	4,525,829	3,812,402	
	Contribution	<u>647,968</u>	<u>620,540</u>	<u>823,145</u>	202,605
Supplemental	Revenues	1,913,552	1,524,581	1,913,552	
	Expenditures	1,913,552	1,578,469	1,913,552	
	Contribution	<u>0</u>	<u>(53,888)</u>	<u>0</u>	53,888
Contract Training	Revenues	5,100,000	2,186,012	2,667,070	
	Expenditures	4,380,000	2,365,706	2,736,324	
	Contribution	<u>720,000</u>	<u>(179,694)</u>	<u>(69,254)</u>	110,440
Special Projects	Revenues	4,859,049	6,570,333	4,604,775	
	Expenditures	4,621,966	6,670,247	4,474,047	
	Contribution	<u>237,083</u>	<u>(99,914)</u>	<u>130,728</u>	230,642
Ancillary Operations	Revenues	3,563,251	3,591,804	3,616,111	
	Expenditures	3,613,085	3,488,161	3,514,074	
	Contribution	<u>(49,834)</u>	<u>103,643</u>	<u>102,037</u>	(1,606)
TOTAL CONTRIBUTION	\$ 1,732,283	\$ 262,023	\$ 1,299,064	1,037,041	

**Restated Budgeted Financial Statement for PSAB for Government NPOs.
Summary of MTCU 2015-2016 Budget Template**

**The Confederation College of
Applied Arts and Technology
Statement of Operations**

For the year ended March 31	2015	2016
Revenue		
Grants and reimbursements	\$46,594,143	\$45,734,588
Tuition revenue	17,302,983	17,587,704
Contract training	2,186,012	2,667,070
Amortization of deferred capital contributions	3,134,801	3,203,914
Other income	2,556,234	1,919,165
Donation revenue	441,245	-
Income - restricted funds		-
Ancillary operations	3,591,804	3,616,111
	75,807,222	74,728,553
Expenses		
Salaries and benefits	\$49,903,029	\$46,782,800
Restructuring costs	489,435	1,244,408
Operating expenses	16,160,384	17,463,195
Plant and property maintenance	3,777,091	3,633,858
Amortization of capital assets	4,140,014	4,059,089
Bursaries and scholarships	444,374	521,301
Donations and fundraising	409,709	-
Ancillary operations	1,766,680	1,879,076
	77,090,716	75,583,728
Deficiency of revenue over expenses for the year	\$ (1,283,494)	\$ (855,175)

**The Confederation College of
Applied Arts and Technology
Statement of Financial Position**

	2014-15 Actual	2015-16 Budget
Assets		
Current		
Cash	\$ 3,845,100	\$ 4,647,039
Accounts receivable	6,553,250	5,082,524
Temporary investments	5,005,014	5,000,000
Inventory	585,969	627,178
Current portion of notes receivable	34,912	32,861
Grants receivables	239,222	220,000
Prepaid expenses	719,709	670,025
	<u>16,983,176</u>	<u>16,279,627</u>
Investment portfolio - endowments restricted	8,271,450	8,462,927
Notes and long-term receivable	22,351	-
Construction in progress	6,052,483	1,283,000
Capital assets	39,307,023	42,696,838
	<u>\$ 70,636,483</u>	<u>\$ 68,722,392</u>
Liabilities		
Current		
Accounts payable	\$ 5,549,299	\$ 6,457,410
Deferred revenue	4,230,091	3,098,944
Vacation Pay	3,288,856	3,288,856
Current portion of long term debt	506,385	310,002
	<u>13,574,630</u>	<u>13,155,212</u>
Post-employment benefits and compensated absences	2,649,000	2,649,000
Deferred capital contributions	34,810,162	40,338,151
Deferred capital contributions relating to construction i	6,052,483	-
Long term debt	1,344,937	1,034,934
	<u>58,431,213</u>	<u>57,177,297</u>
Net Assets		
Unrestricted		
Operating	\$ 5,695,407	4,840,232
Post-employment benefits and compensated absence	(2,649,000)	(2,649,000)
Vacation Pay	(3,288,856)	(3,288,856)
	<u>(242,449)</u>	<u>(1,097,624)</u>
Invested in capital assets	2,703,853	2,703,853
Internally restricted	1,475,939	1,475,939
Endowments restricted	8,267,927	8,462,927
	<u>12,447,719</u>	<u>12,642,719</u>
	<u>12,205,270</u>	<u>11,545,095</u>
	<u>\$ 70,636,483</u>	<u>\$ 68,722,392</u>

Capital Budget and Projected Requirements

5 Year Forecast 2016-2020

Initiative	Projected Requirement for Capital					Total
	1 2015-16	2 2016-17	3 2017-18	4 2018-19	5 2019-20	
Apprentice Ship Enhancement Fund (AEF) MTCU funded	236,953	108,579	108,579	108,579	108,579	671,269
Capital Equipment & Renewal Fund (CERF) MTCU funded	203,800	203,800	203,800	203,800	203,800	1,019,000
Facilities Renewal Plan (FRP) MTCU funded	319,000	367,700	551,538	735,384	919,230	2,892,852
Student IT Fees (student fee funded)	305,818	308,000	310,000	312,000	312,000	1,547,818
Multi-Media Program Fees (student fee funded)	260,000	260,000	260,000	260,000	260,000	1,300,000
Fundraising	82,850					82,850
Bio Energy Project (NOHFC) MTCU funding all received	182,000					182,000
Bio Energy Phase II (College/CRIBE/OPG)	125,000					125,000
Student Village: Wellness Centre \$12.9M						
Building	1,283,000	7,397,000	3,699,000			
Equipment			500,000			
Demolition of Existing Facility (noncapital)				500,000		
<i>Funded by \$8.5M loan Resource Development Fee, 30 years, \$2M NOHFC, \$1M FEDNOR, CC \$1.9M</i>	1,283,000	7,397,000	4,199,000	500,000		13,379,000
Student Village: Student Success Centre \$8.1 M @ 27,000 sq ft.						
Building				7,600,000		
Equipment				500,000		
<i>Funded by OFA \$2.1M, MTCU \$1M, NOHFC \$5M</i>				8,100,000		8,100,000
Tech Hub and Trades Building - Thunder Bay						
Building					24,000,000	
Equipment					6,000,000	
<i>Funded \$5M Donations & Fundraising, \$12M Fed Canada Builds, \$7M MTCU, \$6M NOHFC</i>					30,000,000	30,000,000
Tech Hub - Kenora						
Building		4,000,000				4,000,000
<i>Funded \$4 M by FedNor</i>						
Sioux Lookout Campus						
Building				1,939,000		
Equipment				161,000		
<i>Funded \$60,000/year MTCU premise lease grant and College funds?</i>				2,100,000		2,100,000
Totals	\$ 2,998,421	\$ 12,645,079	\$ 5,632,917	\$ 12,319,763	\$ 31,803,609	\$ 65,399,789

Initiative	Projected Funding Sources of Capital					
	2015-16	2016-17	2017-18	2018-19	2019-20	Total
Provincial Funding (MTCU)	759,753	680,079	863,917	2,047,763	8,231,609	12,583,121
Operations (Student Program Fees)	565,818	568,000	570,000	572,000	572,000	2,847,818
Fundraising/Donations	207,850				5,000,000	5,207,850
Northern Ontario Heritage Fund Bioenergy Project	182,000					182,000
Northern Ontario Heritage Fund (15.5% wellness centre)	200,000	1,200,000	600,000	5,000,000	6,000,000	13,000,000
OFA Loan: SUCCI Resource Development Fee (\$60 per student for 25 years) (Bank Loan)	983,000	5,597,000	1,920,000			8,500,000
FedNor (7.8%)	100,000	600,000	300,000			1,000,000
FedNor (100%)		4,000,000				4,000,000
Bank/OFA loan: Confederation College contribution over 25 years			1,379,000			1,379,000
Federal Canada Builds Innovation Fund					12,000,000	12,000,000
Bank/OFA loan funded by Non MTCU?				2,100,000		2,100,000
College or MTCU funding demolition of old fitness centre?				500,000		500,000
OFA loan Funding for Sioux Lookout paid by \$60,000 MTCU premise lease grant and \$100,000 Confederation College?				2,100,000		2,100,000
Totals	\$ 2,998,421	\$ 12,645,079	\$ 5,632,917	\$ 12,319,763	\$ 31,803,609	\$ 65,399,789