



# 2017/2018

## **BUSINESS PLAN**

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## **Executive Summary**

The 2017-2018 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 Strategic Mandate Agreement (SMA), Board Ends policies and the 2017-2020 Strategic Plan, Wiicitaakewin.

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

1. Access and Success
2. Community Prosperity
3. Institutional Excellence

The 2017-2018 budget is projected at approximately \$80.2 million with a capital budget of \$24.7 million.

Our 2017-2018 revenue is estimated at \$80.2 million, which is an increase of approximately \$4.4 million or 5.7% compared to the 2016-17 actual year-end results, with the majority of the increase related to contract training. The College is forecasting a balanced operating budget for 2017-18 as expenditures are projected at \$80.2 million.

The College has implemented an integrated risk management process aligned with Executive Limitations and Board Ends Policies. Multiyear risk factors that have been identified within the plan include significant changes in the economy and labour market demand, the political landscape, student and staff demographics, negotiation of a new faculty collective agreement, volatility of international enrolment and a new funding formula with performance based implications.

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 2017-2018 Business Plan.

## **SECTION 1**

### **STATEMENT OF STRATEGIC DIRECTIONS TOWARDS OPERATIONAL OUTCOMES**

Confederation continues to re-invent its student population to attract new and different groups of students. The College has developed a strong network of well established relationships and continues to commit to building collaborative partnerships that not only enhance students' success and learning outcomes, but also address northern realities and respond to the changing needs of the regional economy. Confederation College's strategic directions and operational outcomes have been identified with the following 2017-2020 strategic goals:

#### **1. ACCESS AND SUCCESS**

- 1.1 Provides access to a broad range of programs, pathways and learning opportunities.
- 1.2 Cultivates a flexible and supportive learning environment that helps learners meet and achieve their career and life goals.
- 1.3 Builds relationships through reconciliation that inform learners' success.
- 1.4 Fosters an environment for all learners to experience the Negahneewin Council Vision.

#### **2. COMMUNITY PROSPERITY**

- 2.1 Is responsive to the training and development needs of communities and employers.
- 2.2 Enriches the quality of life, prosperity and sustainability of its diverse communities.
- 2.3 Leads and supports innovation and entrepreneurship through partnerships with business and industry.

#### **3. INSTITUTIONAL EXCELLENCE**

- 3.1 Manages its human, financial and physical resources responsibly and sustainably in order to exceed College and sector indicators of quality and success.
- 3.2 Is an employer of choice.
- 3.3 Is recognized as a leader in Indigenous learning in Canada.

## **SECTION 2**

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### **OUTSTANDING GOALS AND OBJECTIVES**

We continue to work on all of our goals from the 2013-2016 Strategic Plan – Wiicitaakewin. The following objectives continue from the 2016-2017 Business Plan:

- A) We will implement phase II of the Study North Initiative.
- B) We will continue to focus on strategies to improve 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) Northern College Collaboration Program (NCCP) of the six northern colleges (Boreal, Cambrian, Canadore, Confederation, Northern and Sault) in the delivery of the pilot for business programming with full implementation to begin fall 2017.

The following major objectives are new for the 2017-2018 Business Plan:

- D) 2017-2018 marks the second year of our new Strategic Plan – Wiicitaakewin - the path to 2020. Confederation College will continue to implement and monitor each of the initiatives identified in our multi-year action plan.

Major facilities projects:

- E) Student Wellness Centre: With a targeted completion date of fall 2017, the centre will be a modernized, multi-use facility that provides a variety of fitness, health and wellness activities, services and supports. Growth of a diverse, resilient and productive regional workforce can be strengthened through student health, wellness and engagement.
- F) Technology Education & Collaboration (TEC) Hub in Thunder Bay: With a targeted completion date of spring 2018, this initiative will 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.
- G) Sioux Lookout campus: With a targeted completion date of fall 2018, the co-location at the Sioux North High School provides 5,000 square feet of dedicated space. The new facility will help to further facilitate student transition to and success in post-secondary education through shared resources, programming and services. These programs and services will specifically focus on the unique opportunities and challenges associated with the success of Indigenous students who comprise more than 90% of students in the Sioux Lookout region.

## **SECTION 3**

### **MAJOR 2017-18 INITIATIVES RELATING TO THE STRATEGIC PLAN**

Year one of implementation has finished and all initiatives are at different levels of completion. Responsibility over initiatives have been divided between a combination of operational departments and volunteer committees. A brief summary of goals that have been complete include the creation of an Academic Plan and Retention Plan, implementation of a renewed academic structure and advancement of indigenous education by integrating 100% of programs with at least one goal (of seven) Indigenous Learning Outcomes imbedded in curriculum.

Submissions for financial support are reviewed annually during the institutions budget process. \$408,075 is included in the 2017-2018 budget in support of Strategic Initiatives connected to the Strategic Plan.

#### **1. ACCESS AND SUCCESS**

<b>Goal 1- Provides access to a broad range of programs, pathways and learning opportunities (E 1.1)</b>	
1.1	Continue to implement a variety of flexible learning solutions that increase access to a broad range of learning pathways. <ul style="list-style-type: none"><li>• Based on renewed (three year funding) from MAESD, establish and commence implementation of the Northern Colleges Collaboration Project Strategic Plan including the full scale implementation of Business Programming through Technology Enabled Learning (TEL) and identification of additional program areas for collaborative delivery</li></ul>
1.2	Increase the number and awareness of learning pathways <ul style="list-style-type: none"><li>• Through ONCAT funded projects increase the number of pathways to and from the College and our postsecondary partners</li><li>• Incorporate the philosophy of “Pick your Pace” and personal academic plans in additional programs</li></ul>
1.3	Expand partnerships with K-16 education providers and other agencies to support the success of all learners in their transition to post-secondary education. <ul style="list-style-type: none"><li>• With K-12 partners support improved applied math outcomes to increase postsecondary success</li><li>• Implement Confederation Bound on an ongoing basis</li><li>• Seek funding for the Maamawaiyaa proposal to increase the successful transition of indigenous learners to the College</li></ul>
1.4	Continue to enhance and review program relevance, mix and delivery to support recruitment and engagement of a diverse group of prospective learners. <ul style="list-style-type: none"><li>• Implement the SEM action plan that includes program review, program revitalization and new program development</li><li>• Based on renewed funding (three year funding) from NOHFC, implement Study North 2 to further increase market presence and attraction of learners from southern Ontario</li></ul>
<b>Goal 2 – Cultivates a flexible and supportive learning environment that helps learners meet and achieve their career and life goals (E 1.1)</b>	
2.1	Implement a cross-college, collaborative approach for student success. <ul style="list-style-type: none"><li>• Implement the comprehensive integrated retention plan incorporating services that support student purpose, persistence and resilience</li><li>• Implement the use of accommodation plans to support success</li></ul>
2.2	Celebrate the cultural diversity on campus. <ul style="list-style-type: none"><li>• Incorporate additional opportunities for the celebration of diversity on and off campus including the enhancement of cultural events and exchanges</li><li>• Open the ceremonial and spiritual space as a component of Minowaadiziwin</li></ul>

2.3	Support the unique needs of international students in reaching their personal, academic and career goals. <ul style="list-style-type: none"> <li>• Explore programming, delivery and support services that are specific to the needs of international students</li> </ul>
<b>Goal 3 – Builds relationships through reconciliation<sup>1</sup> that inform learners’ success. (E1.2)</b>	
3.1	Implement comprehensive Indigenous language and cultural programming. <ul style="list-style-type: none"> <li>• Develop Indigenous language programming that reflects NW Ontario</li> </ul>
3.2	Engage in active Canadian reconciliation through implementing the principles of UNDRIP and the Truth and Reconciliation Commission of Canada’s Calls to Action in the education sector. <ul style="list-style-type: none"> <li>• Support the growth of Indigenous centered leadership through the Centre for Policy in Indigenous Learning</li> <li>• Implement Indigenous centered leadership practices to support organizational development</li> <li>• Through Academic Council review academic programming with a focus on a world view and the incorporation of Indigenous knowledge into curriculum</li> </ul>
3.3	Create and sustain a professional development program to support employees in their understanding of historic/contemporary challenges in education for Indigenous students thereby supporting the development of an inclusive curriculum. <ul style="list-style-type: none"> <li>• Expand implementation of the Bawaajigan Certificate among all employees</li> <li>• Incorporate the provincial government’s most recent TRC Calls to Action in planning</li> </ul>
<b>Goal 4 – Fosters an environment for all learners to experience the Negahneewin Council Vision. (E2.2)</b>	
4.1	Respectfully reflect culture, language, knowledge and history in the classroom through Indigenous Learning Outcomes.(ILO)
4.2	Integrate Indigenous knowledge and pedagogy in the classroom <ul style="list-style-type: none"> <li>• Support the implementation of ILOs in all programs through professional development and explore additional opportunities to integrate Indigenous knowledge into curriculum</li> <li>• Through Academic Council support expansion of indigenous learning and expand ILOs with the goal of implementing seven ILOs in all postsecondary programs</li> </ul>
4.3	Create and sustain space that respects Indigenous peoples as integral to Confederation College <ul style="list-style-type: none"> <li>• Recognize the indigenous and cultural diversity of Confederation College in the design, naming, and identity of all facilities</li> </ul>

## **2. COMMUNITY PROSPERITY**

<b>Goal 5 – Is responsive to the training and development needs of communities and employers. (E 2.1)</b>	
5.1	Continue to foster effective community, employer and industry connections to remain responsive to emerging opportunities and training needs. <ul style="list-style-type: none"> <li>• In collaboration with First Nation communities and organizations implement federally funded projects for Strategic Partnerships and Skills Links for Youth, and provincially funded projects for the development of a highly skilled work force</li> </ul>
5.2	Advocate for responsive contract training funding. <ul style="list-style-type: none"> <li>• Advocate to improve inter-government collaboration and funding of education, training and community socio-economic development programs</li> </ul>
5.3	Implement a collaborative approach to placements, co-ops, career services, Advisory Committees and community outreach that support a holistic approach for career development. <ul style="list-style-type: none"> <li>• Initiate a cross college Advisory Committees to explore collaboration</li> </ul>
5.4	In partnership with stakeholders, investigate and advocate for new models for apprenticeship delivery across northwestern Ontario. <ul style="list-style-type: none"> <li>• Work with local community organizations in development of TEL apprenticeship programs across northwestern Ontario, and support the government’s apprenticeship modernization strategy</li> </ul>

<sup>1</sup> Reconciliation” is an ongoing journey to engage all Canadians in dialogue that revitalizes and promotes a mutually respectful relationship between Aboriginal and non-Aboriginal peoples in order to build vibrant, resilient and sustainable communities in reference to the Truth and Reconciliation Commission of Canada: Calls to Action Report.

<b>Goal 6 – Enriches the quality of life, prosperity and sustainability of its diverse communities. (E 2.2)</b>	
6.1	Support social innovation as a means to address the challenges faced by learners, employers and communities. <ul style="list-style-type: none"> <li>Integrate and implement social innovation as components of federally and provincially funded projects for community-based socio-economic development</li> </ul>
6.2	Increase our understanding of the unique challenges and needs facing northwestern Ontario’s communities in order to align programs and delivery options to facilitate access and success.
6.3	Employ a holistic approach to learning that is responsive to diverse learning styles as well as the needs of communities in NW Ontario. <ul style="list-style-type: none"> <li>Implement a diverse, blended and flexible learning model within federally and provincially funded projects in order to optimize workplace capacity building within First Nation communities for Essential and Workplace Skills Training</li> </ul>
<b>Goal 7 - Leads and supports innovation and entrepreneurship through partnerships with business and industry. (E2.3)</b>	
7.1	Foster a culture that enhances opportunities for, and aligns resources with, innovation and entrepreneurship across the College. <ul style="list-style-type: none"> <li>Expand partnerships in support of the TEC Hub innovation and entrepreneurship.</li> <li>Explore the potential for Research Chair positions to support Indigenous Learning and Innovation in Manufacturing</li> </ul>
7.2	Continue to develop partnerships that increase students’ opportunities to explore innovation and entrepreneurship. <ul style="list-style-type: none"> <li>Expand applied research/entrepreneurism activities through student centered experiential learning</li> </ul>
7.3	Showcase the College’s efforts to advance innovation and entrepreneurship initiatives that help to grow economies in the northwest and beyond. <ul style="list-style-type: none"> <li>Host workshops and events to provide profile to College innovation and entrepreneurship activities</li> </ul>

### **3. INSTITUTIONAL EXCELLENCE**

<b>Goal 8 - Manages its human, financial and physical resources responsibly and sustainably in order to exceed College and sector indicators of quality and success. (E 3.1, 3.2)</b>	
8.1	Effectively align resources with the College’s annual Business Plan to support quality outcomes of students and to achieve strategic goals. <ul style="list-style-type: none"> <li>Effectively develop and implement the Annual Business Plan based on the 2017-2020 Strategic Plan including investments to support sustainability, a balanced budget, expanded revenue sources and risk management</li> </ul>
8.2	Develop and implement a performance measurement framework that reflects the goals of the College’s strategic plan and that positions Confederation to exceed College and sector indicators of quality and success. <ul style="list-style-type: none"> <li>Continue to refine the institution’s metrics framework</li> <li>Explore metrics that reflect the focus of Wiicitaakewin on Social Innovation</li> <li>Develop metrics that reflect the College committed to practices reflecting the TRC Calls to Action</li> <li>Implement the recommendations from the CQAAP audit process by December 2017</li> </ul>
8.3	Invest in buildings and partnerships that contribute to a positive learning and work environment and that convey the uniqueness of Confederation College. <ul style="list-style-type: none"> <li>Implement the 5 year capital plan including the IT strategic plan</li> <li>Support a TVO northern Hub</li> </ul>
8.4	Refresh and renew the College’s infrastructure and equipment. <ul style="list-style-type: none"> <li>Initiate a fund raising campaign to support new innovation equipment with a focus on the needs of the TEC HUB.</li> <li>Renew infrastructure so as to reduce both energy use and the production of Green House Gasses</li> </ul>



**Goal 9 - Is an employer of choice. (E 3.3)**

- 9.1 Attract and retain employees who have the knowledge, skills and experience to meet the mission and values of the College.
- In collaboration with the Teaching and Learning Centre implement career and professional development planning and support for all full and part time employees
  - Provide employees with professional development opportunities based upon identified needs.
  - Continue to expand relationships with remote communities to increase transition success to College and respond to community needs
- 9.2 Continue to create a supportive environment and increase opportunities for employees to be engaged and contribute to the College community.
- Enhance communication opportunities by revising the Communications Plan
  - Invest in and implement College-wide career planning and professional development
  - Develop and implement a College-wide wellness strategy
  - To support optimal space utilization and faculty engagement through to learned centered timetabling and scheduling
- 9.3 Create an employee recruitment strategy to ensure a qualified and diverse pool of applicants for part time and temporary positions.
- Engage in media and other outreach activity to increase the number and quality of faculty applicants

**Goal 10 – Is recognized as a leader in Indigenous learning in Canada. (E 3.4)**

- 10.1 Expand Indigenous programming to meet the needs of northwestern Ontario and beyond.
- Develop and implement the Indigenous Governance and Public Administration Post Diploma Certificate for delivery across Ontario
  - Expand synchronous delivery of the Aboriginal Canadian Relations Certificate to additional Ontario markets
- 10.2 Actively engage in dialogue on how to advance and support Indigenous learning at Confederation College.
- Expand the Bawaajigan Certificate delivery and adoption
  - Continue to deliver programming through the Wiicitaakewin Speakers' Series
- 10.3 Determine Indigenous education strategies through research and policy development in collaboration with partners across Canadian and International environments.
- Participate in provincial and national events that focus on the 94 calls to action of the TRC including the seven that pertain directly to education
  - Lead and participate in research and policy development that supports the TRC recommendations
  - Create teaching standards for Indigenous education to build capacity and strength across academic and student support services
  - Host the 2017 CICan Indigenous education symposium

## **SECTION 4**

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### **EXTERNAL FACTORS**

#### **Labour Market Outlook:**

- Understanding the characteristics of the College’s local employers, such as their number, size, and the industries they represent is integral to providing appropriate programs and services. Changes in any of these factors over time affect employment levels and employment opportunities. The North Superior Workforce Planning Board (NSWPB) has created a variety of Labour Market Reports to provide insights into what is happening with our local employers. Key insights include:
  - In 2016, the health care and social assistance sector was the largest source of employment (19.1 percent of total employment) in Thunder Bay CMA. The same year, wholesale and retail trade represented 15.5 percent of total employment—the second-largest source of employment for the community. Therefore, any changes in these industries will have a significant impact on Thunder Bay CMA’s employment.
  - In 2016, the real estate, professional, scientific and technical services, and the ambulatory health care services sectors had the highest number of employers.
  - In 2016, sales and services occupations (NOCS category 6) represented the largest share of total employment in the Thunder Bay CMA (more than 26 percent of total employment).
  - Trades, transport and equipment operators and related occupations (NOCS category 7) represented 15.3 percent of total employment. Between 2014 and 2016, trades, transport and equipment operators and related occupations remained stable in the Thunder Bay CMA, whereas occupations in this sector increased by 1.4 percent overall in Ontario.
  - Occupations in education, law and social, community and government services represented 14.5 percent of employment in Thunder Bay CMA in 2016. These occupations have grown by 3.6 percent since 2014 compared to a 9.5 percent growth rate for Ontario during the same time period.
  
- To supplement available labour market data, the Ministry of Advanced Education and Skills Development (MAESD) provided funding to the NSWPB to administer the EmployerOne Survey. The survey responses provide valuable insights into the workforce needs and challenges faced by employers today. Key insights include:

- Hiring challenges among employers can be largely attributed to a skills shortage (applicants who do not meet skills, work experience and educational requirements) or a lack of labour force participation (not enough applicants and applicants who meet motivation, attitude or interpersonal skill requirements).
- More than 60 percent of employers who responded reported that the availability of qualified workers in the Thunder Bay District was “fair” or “poor” with 22 percent rating the availability as “poor”.
- The top competencies required for current employees include: work ethic, dedication and dependability, communication skills (both oral and written), and self-motivation.
- Over 81 percent of respondents said they provided or supported ongoing training and education opportunities for their employees over the last year.

### **Political Landscape**

- There is a concern around the impact of funding formula changes for Colleges, including the review of program weighting units and the small, northern and rural grant, which poses a major challenge. The Federal Government announced Skills and Partnership Funds to enable Indigenous organizations to expand employment opportunities, and a Skills Link Fund to help youth overcome barriers to employment and develop a broad range of skills and knowledge. The College has worked extensively with several local Indigenous organizations and industry in the development of major projects which are pending government announcements. Also, the College is working with the Provincial Government on a number of initiatives supporting a highly skilled workforce. Within this changing environment, skills training for First Nation communities has increased.

### **Student Demographics:**

- The College continues to increase the population of international students which originate from more than 15 countries which has major challenges as international political landscapes evolve. Confederation continues to have one of the highest percentages of both Aboriginal and First Generation students in postsecondary programming across the Ontario college system. These changes in student demographics create a context which requires a unique set of student and employee supports in order to optimize student success while maintaining or improving student and employer satisfaction.

### **Staff Demographics:**

- 15% of our full time employees are eligible for retirement by December 2017 and 26% are eligible for retirement by December 2020. This has created significant succession planning issues and opportunities.

**Indigenous Institutes:**

- Indigenous 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. This growth provides both a challenge and an opportunity for all colleges in the province to engage in the development of the expanded relationships and collaboration.

**Post-Secondary Enrolment:**

- Domestic enrollment will continue to decrease across the province posing a significant challenge for Confederation College. Study North in combination with International and Indigenous recruitment has been a driving force to stabilize enrolment and will continue as a primary strategy for the 2017/2018 fiscal year.

## **SECTION 5**

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

1. The primary tool is the annual Board Ends Monitoring Report which is presented to the Board in May and made public each June. This report 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 Strategic Mandate Agreement Report Back.
4. Strategic Plan Bi-Annual Reporting to President and SLT.
5. The College completes the year in a financially balanced or surplus position while achieving all outcomes.

## **SECTION 6**

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### **THE 2017-2018 BUDGET**

#### **2017-2018 Summary of Key Assumptions:**

Full-time Post-secondary learners	2,783	
International learners	538	
Total full-time enrolment	3,321	
Part-time learners	594	
Collaborative nursing learners	433	
Number of full-time post-secondary programs	73	
Full-time staff budgeted	397	
College facilities	70,959	Sq. m.
Number of campuses	9	
Total operating budget expenditures	\$80.2	Million
Total capital budget	\$24.7	Million

## MAESD Operating Grants Summary

	<b>2014/2015 Actual</b>	<b>2015/2016 Actual</b>	<b>2016/2017 Actual</b>	<b>2017/2018 Budget</b>
General Purpose Operating Grant GPOG	19,138,039	19,138,039	19,138,039	19,773,425
Performance Funding	478,678	402,170	376,051	376,052
Small, Northern & Rural Grant	9,471,898	9,471,898	9,471,898	9,471,898
CFF Holdback <i>*prior to 2017/18 included in GPOG</i>	-	-	-	765,522
Enrolment Growth Funding <i>** for 2017/18 included in Operating Grant</i>	1,810,716	1,589,930	1,488,467	-
Reporting Entities Grant	35,510	35,465	35,236	35,236
ISR International Student Recovery	(133,110)	(256,786)	(275,974)	(424,500)
<b>Total Operating Grants</b>	<b>30,801,731</b>	<b>30,380,716</b>	<b>30,233,717</b>	<b>29,997,633</b>

## Confederation College Enrolment Headcount Report - 2017/2018 Projections

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

	2016-17 Budget			2016-17 Actual			2017-18 Budget			Fall Variance 17/18 Budget vs 16/17 Actual	change to budget
	summer	fall	winter	summer	fall	winter	summer	fall	winter		
<b>School of Aviation</b>	65	282	302	33	134	115	72	284	286	150	111.9%
<b>School of Business , Hospitality &amp; Media Arts</b>		694	689	16	626	607	2	737	794	111	17.7%
<b>School of Engineering Technology &amp; Trades</b>	21	853	770	7	676	585	15	827	786	-106	-15.7%
<b>School of Health &amp; Community Services (Negahneewin)</b>	34	1274	1219	52	1073	903	54	1114	1025	-106	-9.9%
<b>Regional &amp; Distance Education</b>	20	384	343	17	346	322	0	359	319	13	3.8%
<b>Subtotal College Headcount</b>	<b>140</b>	<b>3,487</b>	<b>3,323</b>	<b>125</b>	<b>2,855</b>	<b>2,532</b>	<b>143</b>	<b>3,321</b>	<b>3,210</b>	<b>466</b>	<b>16.3%</b>
<b>Less International</b>	35	541	605	76	490	563	54	538	580	48	9.8%
<b>COLLEGE TOTAL for Revenues General Tuition Fees</b>	<b>105</b>	<b>2,946</b>	<b>2,718</b>	<b>49</b>	<b>2,365</b>	<b>1,969</b>	<b>89</b>	<b>2,783</b>	<b>2,630</b>	<b>418</b>	<b>17.7%</b>

## CHARTS

### Summary of MAESD 2017-2018 Budget

<b>The Confederation College of Applied Arts and Technology</b>		
<b>Statement of Operations</b>		
	<u>ACTUAL</u>	<u>BUDGET</u>
For the year ended March 31	2017	2018
<b>Revenue</b>		
Post Secondary Grants	\$ 31,183,754	\$ 29,997,633
Other Provincial Grants	12,443,368	11,409,753
Tuition Fees - Domestic	9,331,739	9,396,253
Other Student Fees	2,923,167	2,786,831
Tuition Fees - International	7,328,408	7,860,341
Contracts and Programs	4,706,031	10,696,063
Ancillary Operations	3,232,944	3,408,038
Amortization of deferred capital contributions	2,421,186	3,215,111
Other Revenue	2,286,638	1,438,521
	<u>75,857,236</u>	<u>80,208,544</u>
<b>Expenses</b>		
Full-time Salaries and Benefits	\$ 38,609,055	\$ 41,410,746
Part-Time Salaries and Benefits	9,635,199	9,124,052
Restructuring Costs	175,043	-
Plant and Property Maintenance	4,455,679	3,547,953
Contract Services	7,130,275	7,708,434
Furniture & Equipment	447,002	1,023,100
Miscellaneous	1,138,605	1,676,797
Office and Instructional Supplies	5,820,682	7,145,247
Professional Dues & Audit Fees	916,711	1,389,866
Scholarships and Tuition Set-Aside	895,723	588,801
Telecommunications & Software	1,270,329	1,289,260
Travel and Professional Development	1,266,482	1,380,209
Depreciation	3,181,655	3,923,791
	<u>74,942,438</u>	<u>80,208,256</u>
<b>Excess (Deficiency) of revenue over expenses</b>	<b>\$ 914,797</b>	<b>\$ 287</b>



The Confederation College of  
Applied Arts and Technology

Statement of Financial Position

As at	March 31, 2017	March 31, 2018
<b>Assets</b>		
<b>Current</b>		
Cash	\$ 13,764,463	\$ 12,734,970
Accounts receivable (Note 3)	4,712,961	6,712,961
Temporary investments (Note 2)	-	-
Inventory	641,246	641,246
Current portion of notes and long-term receivable	14,540	504,617
Grants receivable	1,190,034	190,034
Prepaid expenses	526,844	371,844
	<u>20,850,087</u>	<u>21,155,672</u>
Investment portfolio - endowments restricted (Note 4)	8,920,129	9,187,733
Notes and long-term receivable	41,094	7,542,656
Construction in progress (Note 5)	9,803,198	18,207,341
Capital assets (Note 6)	40,209,157	52,576,836
	<u>\$ 79,823,666</u>	<u>\$ 108,670,238</u>
<b>Liabilities</b>		
<b>Current</b>		
Accounts payable and accrued liabilities (Note 7)	\$ 6,419,917	\$ 4,919,917
Deferred revenue (Note 8)	3,888,495	3,025,430
Vacation pay	3,011,721	2,886,721
Current portion of long-term debt (Note 9)	364,399	634,578
	<u>13,684,532</u>	<u>11,466,646</u>
Post-employment benefits and compensated absences (Note 10)	2,497,000	2,497,000
Deferred capital contributions (Note 11)	36,538,036	49,206,125
Deferred capital contributions - construction in progress (Note 11)	5,650,890	19,042,000
Long-term debt (Note 9)	6,484,893	11,206,507
	<u>64,855,351</u>	<u>93,418,278</u>
<b>Net Assets</b>		
<b>Unrestricted</b>		
Operating	\$ 6,789,084	6,789,372
Post-employment benefits and compensated absences	(2,497,000)	(2,497,000)
Vacation Pay	(3,011,721)	(2,886,721)
	<u>1,280,364</u>	<u>1,405,651</u>
Invested in capital assets (Note 12)	1,288,114	1,633,964
Internally and externally restricted (Note 13)	3,650,293	3,195,197
Endowments restricted (Note 14)	8,749,545	9,017,149
	<u>13,687,952</u>	<u>13,846,310</u>
	<u>14,968,316</u>	<u>15,251,961</u>
	<u>\$ 79,823,667</u>	<u>\$ 108,670,239</u>

## Capital Budget and Projected Requirements 5 Year Forecast 2017-2021

Capital Budget and Projected Requirements 5 Year Forecast 2016-2021						
Initiative	1	2	3	4	5	Total
	2017-18	2018-19	2019-20	2020-21	2021-22	
Apprentice Ship Enhancement Fund (AEF) MTCU funded	108,579	108,579	108,579	108,579	108,579	542,895
Capital Equipment & Renewal Fund (CERF) MTCU funded	2,025,833	203,800	203,800	203,800	203,800	2,841,033
Regional Collaborative Nursing	191,780	-	-	-	-	191,780
Student IT Fess (student fee funded)	157,000	157,000	157,000	157,000	157,000	785,000
<b>Sub-Total Regular Capital</b>	<b>2,483,192</b>	<b>469,379</b>	<b>469,379</b>	<b>469,379</b>	<b>469,379</b>	<b>4,360,708</b>
<b>Major Capital Projects</b>						
<b>Atikokan Bridge \$1.5M</b>						
Bridge	100,000	1,400,000				1,500,000
<i>Funded by \$1.5M Special Capital Grant from MAESD (pending)</i>	100,000	1,400,000	-	-	-	1,500,000
<b>Wellness Centre \$13.4M</b>						
Building	4,223,941					4,223,941
Equipment	500,000					500,000
<i>Funded by OFA Loan \$10.6M( \$8.5M less \$800K lump sum in accumulated reserves from Resource Development Fee, 25 years; and College \$2.9M loan), \$2M NOHFC, \$800K SUCCI lump sum</i>	4,723,941	-	-			4,723,941
<b>TEC Hub \$19.042M</b>						
Building	16,188,478	2,000,000				18,188,478
Equipment		400,000				400,000
<i>Funded \$9.042M Fed SIF fund, \$7M Prov Govt, \$2M NOHFC (\$2M Building) CEDC \$500K, College \$500K,</i>	16,188,478	2,400,000	-	-		18,588,478
<b>Sioux Lookout Campus \$2.4M</b>						
Building	1,200,000	734,659				1,934,659
Equipment	-	200,000				200,000
<i>MTCU \$350,000 Grant, NOHFC \$1M Grant, OFA Loan \$1.050M</i>	1,200,000	934,659				2,134,659
<b>Total Major Capital</b>	<b>22,212,419</b>	<b>4,734,659</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>26,947,078</b>
<b>Totals</b>	<b>\$ 24,695,611</b>	<b>\$ 5,204,038</b>	<b>\$ 469,379</b>	<b>\$ 469,379</b>	<b>\$ 469,379</b>	<b>\$ 31,307,786</b>

### Capital Funding Sources

Major Capital 2017/18 BUDGET						
Initiative	2017-18	2018-19	2019-20	2020-21		Total
<b>Regular Capital</b>						
Provincial Funding (MAESD)	2,326,192	312,379	312,379	312,379	312,379	3,575,708
Operations (includes Student Program Fees )	157,000	157,000	157,000	157,000	157,000	785,000
Fundraising/Donations						-
Internally Restricted Funds - Critical IT needs						-
<b>Sub-Total Regular Capital</b>	<b>2,483,192</b>	<b>469,379</b>	<b>469,379</b>	<b>469,379</b>	<b>469,379</b>	<b>4,360,708</b>
<b>Major Capital Funding</b>						
<b>Atikokan Bridge \$1.5M</b>						
MAESD: \$1.5M Special Capital Grant (pending)	100,000	1,400,000				1,500,000
<b>Wellness Centre \$13.4M</b>						
Northern Ontario Heritage Fund	834,610					834,610
OFA Loan: SUCCI \$7.7M and College \$2.9M	4,985,000					4,985,000
Resource Development Fee - SUCCI Lump sum payment	800,000					800,000
	6,619,610	-	-	-	-	6,619,610
<b>TEC Hub \$19.042M</b>						
NOHFC (\$2M Building and \$1M Equipment)	2,000,000					2,000,000
Province of Ontario	7,000,000					7,000,000
Federal Government Strategic Investment Fund	2,906,500	2,000,000				4,906,500
CEDC	500,000					500,000
College Contribution	500,000					500,000
	12,906,500	2,000,000	-	-	-	14,906,500
<b>Sioux Lookout Campus</b>						
OFA Loan	1,050,000					1,050,000
MAESD						-
NOHFC	500,000	500,000				1,000,000
	1,550,000	500,000	-	-	-	2,050,000
<b>Deferred Revenue</b>						
Deferred Capital Contributions vs Capital Spending	1,036,309	834,659				1,870,968
<b>Total Major Capital</b>	<b>22,212,419</b>	<b>4,734,659</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>26,947,078</b>
<b>Totals</b>	<b>\$ 24,695,611</b>	<b>\$ 5,204,038</b>	<b>\$ 469,379</b>	<b>\$ 469,379</b>	<b>\$ 469,379</b>	<b>\$ 31,307,786</b>