



2019/2020  
**BUSINESS**  
**PLAN**

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## **Executive Summary**

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The 2019-2020 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 (SMA2), 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 2019-2020 budget is projected at approximately \$92.6 million with a capital budget of \$7.8 million.

Our 2019-2020 revenue is estimated at \$92.6 million, which is a decrease of approximately \$12.1 million or 12% compared to the 2018-19 actual year-end results. The majority of the decrease is related to 2018-19 one-time \$8 million sustainability grant, and decrease in contract training projects, along with deferred revenue from 2017-18 into 2018-19 related to the extension of the academic year, as a result of the strike in 2017. This decline in revenue is somewhat offset by the continued increase in international enrolment for 2019-20, which includes new cohorts in May 2019. The College is forecasting a balanced operating budget for 2019-2020 and expenditures are projected at \$92.6 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 2019-2020 Business Plan.

## **SECTION 1**

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

Confederation continues to sustain and grow the student population, setting record enrolment in 2018/19 based on a growth in International enrolment. The College has developed a strong network of well established relationships. The College 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 within the Strategic Plan – Path to 2020 - Wiicitaakewin. The following objectives continue from the 2018-2019 Business Plan:

- A) The Negahneewin Vision maintaining a focus on advancing Indigenous Knowledge and Learning;
- B) Reconfiguring the organization to respond to changes in demographics and government policy;
- C) Continue to grow partnerships that support diversity in access, programming, technology enabled learning and experiential learning.

The following major objectives are new for the 2019-2020 Business Plan:

- D) 2019-2020 marks the fourth year of our 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 with development of the next strategic plan beginning in the fall. Annual Updates will continue to be reported on through the College’s Annual Report, which is posted on our website prior to July 30.

Major facilities projects:

- E) Technology Education & Collaboration (TEC) Hub Capital Campaign: With a target of \$5 million campaign goal, this initiative will support the purchase of leading-edge equipment to meet the evolving educational and training needs of our learners, industries and communities. This state-of-the-art equipment will support the hands-on experiential learning Confederation College is known for.
- F) Sioux Lookout campus: With the completion and move in date of May 2019, 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 a 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.
- G) Atikokan-Nakina Drive Bridge Rehabilitation Project-Phase II: With a completion date of June 2019, the roadway approaches will undergo realignment to the bridge work that was completed in late December 2018. The bridge located at the main campus in Thunder Bay is the primary vehicular and pedestrian crossing over the McIntyre River for students, staff, faculty and the general public to access Confederation College facilities located on both sides of the river.

## **SECTION 3**

### **MAJOR 2019-20 INITIATIVES RELATING TO THE STRATEGIC PLAN**

The 2019-2020 year is the fourth year of the strategic plan, Wiichitakewin, which was developed within the context of the Negahneewin Vision and the Strategic Mandate Agreement. Within the three strategic pillars of: Access and Success; Community Prosperity and Institutional Excellence and the associated ten goals the initiatives outlined below will be implemented. There will be a focus on those initiatives that result in increased sustainable enrolment, learner success, Indigenous learning and a multi-year balanced budget. Responsibility over initiatives have been divided between members of the Strategic Leadership Team and supported by multiple departments.

The initiatives include implementation of the Academic Plan (Memengwaa), the Integrated Student Retention Plan and advancement of the Negahneewin Vision through further implementation of Indigenous Learning Outcomes and Indigenous Knowledge in all programs.

Submissions for financial support of annual initiatives are reviewed annually during the institutions budget process. Approximately \$400,000 has been allocated to specifically support the annual initiatives within Wiichitakewin.

#### **LEGEND**

	In progress - on time, on budget
	In progress - slightly behind schedule or budget
	Off schedule or budget

Numbering	Strategic Direction	Status
<b>Goal 1-4</b>	<b>ACCESS AND SUCCESS</b>	
<b>1</b>	<b>Goal 1: Provides access to a broad range of programs, pathways and learning opportunities.</b>	
1.1	Continue to implement a variety of flexible learning solutions that increase access to a broad range of learning pathways.	
1.1.1	Continue the implementation of the Northern Colleges Collaboration Project plan including implementation of third year business programming through Technology Enabled Learning (TEL); implement the Human Rights and Accommodation post diploma in 2019; implement Mechanical Engineering Technology and expanded business programming commencing 2018	
1.2	Increase awareness of pathways and prepare learners for success in their chosen career paths.	
1.2.1	Through ONCAT funded projects, increase the number of pathways to and from the College and our postsecondary partners. There will be a focus on Indigenous pathways and those involving NCCP partners and northern Ontario universities.	
1.3	Expand partnerships with K-16 education providers and other agencies to support the success of all learners in their transition to postsecondary education.	
1.3.1	Through OPAIP funding, continue to develop methods to support the transition of learners to College and their success through appropriate career path development. Through Transition Strategy and Community Outreach, increase our transition pathways with community presence on and through appropriate partnerships and representation inter agency committees	
1.4	Continue to enhance and review program relevance, mix and delivery to support engagement of a diverse group of prospective learners.	

Numbering	Strategic Direction	Status
<b>2</b>	<b>Goal 2: Cultivates a flexible and supportive learning environment that helps learners meet and achieve their career and life goals.</b>	
2.1	Implement the cross-college collaborative Integrated Student Retention Plan.	
2.1.1	Use multiple sources of funding (OPAIP, PEFIL, MTCU Base funding) in an integrated strategy to support student success	
2.1.2	Expand the use of accommodation plans to support student success	
2.2.2	Incorporate additional opportunities for the celebration of diversity on and off campus including the enhancement of cultural events and exchanges	
2.3	Support the unique needs of international students in reaching their personal, academic and career goals.	
2.3.2	Expand programming, delivery and support services that are specific to the needs of international students	
2.3.3	Implement experiential intercultural learning experiences internationally and in northern communities	
<b>3</b>	<b>Goal 3: Builds relationships through reconciliation that inform learners' success.</b>	
3.1	Implement comprehensive Indigenous language and cultural programming.	
3.1.1	Develop and implement Indigenous language (Anishinaabemowin) programming in partnership with Sault College	
3.2	Engage in active Canadian reconciliation through implementing the principles of United Nations Declaration of the Rights of Indigenous People and the Truth and Reconciliation Commission of Canada's Calls to Action in the education sector.	
3.2.1	Support the growth of Indigenous centered leadership through the Centre for Policy in Indigenous Learning	
3.2.2	Implement Indigenous centered leadership practices to support organizational development	
3.2.3	Through Academic Council and the Academic Plan (Memengwaa) review academic programming with a focus on a world view and the incorporation of Indigenous knowledge into curriculum	
3.2.4	Engage in an audit to determine where systemic or institutional racism exists and develop a plan to address issues.	
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.	
3.3.2	Incorporate the provincial government's most recent TRC Calls to Action in programming	
<b>4</b>	<b>Goal 4: Fosters an environment for all learners to experience the Negahneewin Council Vision.</b>	
4.1	Respectfully reflect indigenous culture, language, knowledge and history in the classroom through Indigenous Learning Outcomes.(ILOs)	
4.2	Integrate Indigenous knowledge and pedagogy in the classroom	
4.2.1	Support the implementation of ILOs in all programs through professional development and explore additional opportunities to integrate Indigenous knowledge into curriculum	
4.3	Create and sustain space that respects Indigenous peoples as integral to Confederation College	
4.3.1	Recognize and support Indigenous cultural diversity at Confederation College through the design, naming, and identity of facilities. A smudging room and outdoor cultural learning space is being expanded.	

Numbering	Strategic Direction	Status
<b>Goal 5-7</b>	<b>COMMUNITY PROSPERITY</b>	
<b>5</b>	<b>Goal 5: Is responsive to the training and development needs of communities and employers.</b>	
5.1	Continue to foster effective community, employer and industry connections to remain responsive to emerging opportunities and training needs.	
5.1.1	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	
5.2	Advocate for responsive contract training funding from the provincial and federal government	
5.2.1	Advocate to improve inter-government collaboration and funding of education, training and community socio-economic development programs	
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.	
5.3.1	Implement collaborative approach to placements, co-ops, career services; assess the approach to securing placements across all schools	
5.3.2	Implement collaborative approach to engage PACs in recruitment	
5.4	In partnership with stakeholders, investigate and advocate for new models for apprenticeship delivery across northwestern Ontario.	
5.4.1	Work with Colleges Ontario on strategy; meet with unions to determine ways to work together	
5.4.2	Support the government's apprenticeship modernization strategy.	
<b>6</b>	<b>Goal 6: Enriches the quality of life, prosperity and sustainability of its diverse communities.</b>	
6.1	Support social innovation as a means to address the challenges faced by learners, employers and communities.	
6.1.1	Integrate and implement social innovation as components of federally and provincially funded projects for community-based socio-economic development	
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	
6.2.1	Review current program mix to determine which programs are required to meet the needs of the northwest and beyond. Explore partnerships with other colleges to deliver programming where demand is required but limited; See 1.4.1	
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.	
6.3.1	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; See 5.2.1	
<b>7</b>	<b>Goal 7: Leads and supports innovation and entrepreneurship through partnership with business and industry.</b>	
7.1	Foster a culture that enhances opportunities for, and aligns resources with, innovation and entrepreneurship across the College.	
7.1	Create new partnerships and renew MOUs	
7.1.1	Create and expand partnerships in support of the TEC Hub innovation and reflect entrepreneurship.	
7.1.2	Explore the potential for Research Chair positions to support Indigenous Learning and Innovation in Manufacturing	
7.2	Continue to develop partnerships that increase students' opportunities to explore innovation and entrepreneurship	
7.2.1	Expand applied research/entrepreneurism activities through student centered experiential learning	



Numbering	Strategic Direction	Status
<b>Goal 8-10</b>	<b>INSTITUTIONAL EXCELLENCE</b>	
<b>8</b>	<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.</b>	
8.1.2	Effectively implement the annual business plan based on the 2017-2020 Strategic Plan including investments/efficiencies to support long-term sustainability, development of expanded revenue sources and multi-year program, campus and service project plans.	
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.	
8.2.1	Continue to refine the institution's metrics framework to support sustainability	
8.2.3	Implement metrics that reflect the College committed to practices reflecting the TRC Calls to Action	
8.2.4	Implement the recommendations from the CQAAP audit process by 2019	
8.4	Implement the third year of the 5 year capital plan including the IT strategic plan	
8.5	Complete construction and open the TEC Hub, the new campus in Sioux Lookout, the reconstruction of the McIntyre Bridge, C wing, REACH kiosk	
8.6	Refresh and renew the College's infrastructure and equipment.	
8.6	Continue with the fundraising campaign to support new innovation equipment with a focus on the needs of the TEC Hub.	
<b>9</b>	<b>Goal 9: Is an employer of choice.</b>	
9.1	Attract and retain employees who have the knowledge, skills and experience to meet the mission and values of the College.	
9.1.1	Implement career and professional development planning and support for all full and part time employees	
9.1.2	Provide employees with professional development opportunities based upon identified needs	
9.2	Continue to create a supportive environment and increase opportunities for employees to be engaged and contribute to the College community.	
9.2.1	Enhance communication opportunities by continuing to implement the Communications Plan	
9.2.4	Continue with the implementation of the College-wide wellness strategy	
9.3	Continue to implement learner centered timetabling and scheduling	
9.4	Create an employee recruitment strategy to ensure a qualified and diverse pool of applicants for part time and temporary positions.	
9.4.1	Engage in media and other outreach activity to increase the number and quality of faculty applicants	
9.4.3	Continue efforts to specifically attract candidates of Indigenous ancestry	
<b>10</b>	<b>Goal 10: Is recognized as a leader in Indigenous learning in Canada.</b>	
10.2	Actively engage in dialogue regarding how to advance and support Indigenous learning at Confederation College.	
10.2.1	Expand the Bawaajigan Certificate delivery and participation through TEL	
10.2.3	Continue to offer professional development opportunities with respect to implementation of the Indigenous Learning Outcomes.	
10.3	Determine Indigenous education strategies through research and policy development in collaboration with partners across Canadian and International environments.	
10.3.1	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	
10.3.2	Lead and participate in research and policy development that supports the TRC recommendations	
10.3.3	Create teaching standards for Indigenous education to build capacity and strength across academic and student support services	
10.4	Create national and international partnerships that support Indigenous Learning	

## SECTION 4

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### EXTERNAL FACTORS

#### Labour Market Outlook:

- Drawing on reports from the Northern Policy Institute, The North Superior Workforce Planning Board (NSWPB) and Statistics Canada Census Profile provides insights into local demographics and employer outlook trends. Key insights include:
  - Thunder Bay district's total population is expected to decline from 149,604 in 2013 to 145,822 in 2041. During this time the share of working-age people (ages 20-64) is projected to decline from 62% to 50% with the share of people under age 20 expected to decline from 21% in 2013 to 18% in 2041.
  - Rainy River district's total population is expected to decline from 20,166 in 2013 to 17,362 in 2041. During this time, the share of working-age people (ages 20-64) is projected to decline from 57.4% to 45.5% with the share of people under age 20 expected to decline from 24.5% in 2013 to 21.7% in 2041.
  - Kenora district's total population is expected to increase from 70,002 in 2013 to 72,419 in 2041. However, during this time the share of working-age people (ages 20-64) in the district is projected to decline from 57.5% to 50.2% with the share of people under age 20 expected to decline from 29.9% in 2013 to 26.7% in 2041.
  - 2018-2019 job activity highlight the top 10 industries by number of job changes for the following results: Healthcare and Social Assistance (+527), Public Administration (+298), Accommodation and Food Services (+212), Educational Services (+194), Mining (+123), Retail Trade (+91), Transportation and warehousing (+58), Manufacturing (+36), Other Services (+15).
  - 2024 occupation projections align with this same rank order for industries.

#### Political Landscape

- A recent change to the provincial government reinforces ongoing concern for the risks related to funding formula and tuition changes to Ontario Colleges. These changes include: 10% tuition increases; progression towards outcomes based funding with 60% of system's funding eventually tied to performance targets; a review of each of the grant envelopes; and the evolution of Indigenous education and training institutes.

#### Student Demographics:

- The College continues to serve a high percentage of underrepresented students that are farthest from the labour market. These include First Generation, Indigenous, International, Second Career, WSIB and students with identified

disabilities. In addition, we have increased the population of international students which originate from more than 24 countries. The College depends on international student enrolment to continue to offer a diverse range of programming. These student demographics create a context which requires a unique set of student and community supports in order to optimize student success while maintaining or improving student, employer and community satisfaction.

- NW Ontario has recognized the need to retain the graduates from the College. These students represent an opportunity to maintain the population levels and contribute to the economic vibrancy of Northwestern Ontario.

### **Staff Demographics:**

- Twelve percent of our full time employees are eligible for an unreduced pension by December 2019 and 15% are eligible for an unreduced pension by December 2020. There is also an increasing trend of employees retiring with reduced pensions. This continues to create significant succession planning challenges and opportunities.

### **Indigenous Institutes:**

- Indigenous education institutes are emerging as a developing postsecondary learning environment with full accreditation and programming. These institutes, based in First Nation communities, continue to collaborate with colleges and universities in Ontario as they grow capacity in granting credentials and programs. These partnerships will continue on an interim basis as the institutes advance their own academic programming and student services through the funding they receive from the Ontario Ministry of Training, Colleges and Universities. Presently, the College has a partnership with Oshki Wenjack Institute situated in the Nishnawbe Aski Nation territories. We are working with 7 Generations Institute to establish a partnership.

### **Post-Secondary Enrolment:**

- Domestic enrollment will continue to decrease across the province posing a significant challenge for Confederation College post-secondary enrolment. These declines are being offset strategically by international student recruitment/enrolment and online learning initiatives, which have direct benefits to both the College and its surrounding communities. Within this context, there were roughly 450 student withdrawals related to the 2017/18 strike. During this time, we created a seamless experience for each student withdrawal and re-enroll at a future date. The flexibility granted with admissions and registration has led to an influx in activity and the highest post-secondary enrolment that the College has experienced in almost a decade.

## **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 Presidents Monitoring Report (Executive Limitation Summary, Ends Monitoring Report and Annual Initiatives 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. We will report our progress towards Indigenous knowledge and learning on an annual basis to the Negahneewin Council.
3. The College Annual Report summarizes the achievement of the Ends and performance indicators along with financial and narrative evidence.
4. The College achieves its outcomes as measured and reported in the Strategic Mandate Agreement Report Back.
5. Strategic Plan Bi-Annual Reporting to President and Strategic Leadership Team.
6. The College completes the year in a financially balanced or surplus position while achieving all outcomes.

## **SECTION 6**

### **THE 2019-2020 BUDGET**

#### **2019-2020 Summary of Key Assumptions:**

Full-time Post-secondary learners	2,717	
International learners	1,334	
Total full-time enrolment	4,051	
Part-time learners	409	
Collaborative nursing learners	445	
Number of full-time post-secondary programs	58	
Full-time staff budgeted	406	
College facilities	77,008	Sq. m.
Number of campuses	9	
Total operating budget	\$92.6	Million
Total capital budget	\$7.8	Million

**Confederation College**  
**Enrolment Headcount Report - 2019/2020 Budget**

\*Includes International Students/Second Career/WSIB Students

Confederation College

Enrolment Headcount Report - 2019/20 Budget vs 2018/19 Actual

Includes International Students/Second Career/WSIB Students

	2018/19 Budget			2018/19 Actual			2019/20 Budget			Fall Variance	
	summer	fall	winter	summer	fall	winter	summer	fall	winter	19/20 Budget vs 18/19 Actual	change to Budget
School of Aviation	81	363	405	76	258	253	56	398	377	140	54.26%
School of Business, Hospitality & Media Arts	45	736	789	54	785	868	160	1,015	1,011	230	29.30%
School of Engineering Technology & Trades	65	832	830	59	998	1,022	68	1,127	1,083	129	12.93%
School of Health & Community Services (Negahneewin)	83	1,092	1,020	120	1,158	1,020	62	1,115	1,015	-43	-3.71%
Regional & Distance Education	38	375	333	46	460	402	51	396	345	-64	-13.91%
Subtotal College Headcount	312	3,398	3,377	355	3,659	3,565	397	4,051	3,831	392	10.71%
Less International	185	944	1,127	176	990	1,230	297	1,334	1,402	344	34.75%
COLLEGE TOTAL for Revenues General Tuition Fees	127	2,454	2,250	179	2,669	2,335	100	2,717	2,429	48	1.80%

## CHARTS

### Summary of MTCU 2019-2020 Budget

2

#### The Confederation College of Applied Arts and Technology

#### Statement of Operations

	ACTUAL	BUDGET
For the year ended March 31	2019	2019-2020
<b>Revenue</b>		
Post Secondary Grants	\$ 40,166,684	\$ 32,040,834
Other Provincial Grants	11,240,244	11,466,304
Tuition Fees - Domestic	10,158,946	7,543,883
Other Student Fees	3,776,380	4,264,370
Tuition Fees - International	18,361,151	20,349,052
Contracts and Programs	9,340,122	6,055,798
Ancillary Operations	3,242,470	3,376,657
Amortization of deferred capital contributions (Note 1)	4,999,320	5,758,333
Other Revenue	3,396,694	1,748,621
Donation Revenue		
	<b>104,682,011</b>	<b>92,603,853</b>
<b>Expenses</b>		
Full-time Salaries and Benefits	\$ 40,769,522	\$ 43,784,502
Part-Time Salaries and Benefits	13,597,374	13,909,627
Restructuring Costs		-
Plant and Property Maintenance	3,419,561	3,718,773
Contract Services	11,041,480	8,634,504
Furniture & Equipment	432,614	1,166,612
Miscellaneous	1,110,928	1,205,827
Office and Instructional Supplies	6,279,215	8,487,730
Professional Dues & Audit Fees	809,677	737,697
Scholarships and Tuition Set-Aside	996,882	1,040,391
Telecommunications & Software	1,358,869	1,401,289
Travel and Professional Development	943,435	1,053,719
Depreciation	6,139,707	7,428,708
Donations and Fundraising		
	<b>86,899,264</b>	<b>92,569,377</b>
Excess of revenue over expenses	\$ 17,782,746	\$ 34,475

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

As at	Actual March 31, 2019	Change	Budget March 31, 2020
<b>Assets</b>			
<b>Current</b>			
Cash	\$ 36,154,220	\$ (22,472,351)	\$ 13,681,869
Short-term investments	-	15,000,000	15,000,000
Accounts receivable	7,271,211	(4,081,000)	3,190,211
Inventory	883,536		883,536
Current portion of notes and long-term receivable	454,409	(14,011)	440,398
Grants receivable	959,422	(803,290)	156,132
Prepaid expenses	509,746	(374,441)	135,305
	<u>46,232,543</u>		<u>33,487,449</u>
Investment portfolio - endowments restricted	9,419,568	282,587	9,702,155
Notes and long-term receivable	6,686,218	(440,398)	6,245,820
Construction in progress	2,242,704	(2,242,704)	(0)
Capital assets	77,415,749	1,692,575	79,108,324
	<u>\$ 141,996,783</u>		<u>\$ 128,543,748</u>
<b>Liabilities</b>			
<b>Current</b>			
Accounts payable and accrued liabilities	\$ 14,052,396	\$ (7,024,200)	\$ 7,028,196
Deferred revenue	5,662,539	(1,228,800)	4,433,739
Vacation pay	3,365,285	250,000	3,615,285
Current portion of long-term debt	629,762	(249,418)	380,344
	<u>23,709,982</u>		<u>15,457,563</u>
Post-employment benefits and compensated absences	2,339,000	5,000	2,344,000
Deferred capital contributions	70,442,906	(1,112,101)	69,330,805
Deferred capital contributions - construction in progress	577,653	(577,653)	(0)
Long-term debt	10,122,900	(380,344)	9,742,556
	<u>107,192,441</u>		<u>96,874,924</u>
<b>Net Assets</b>			
<b>Unrestricted</b>			
Operating	\$ 5,842,551	\$ (822,437)	\$ 5,020,114
Post-employment benefits and compensated absence	(2,339,000)	(5,000)	(2,344,000)
Vacation Pay	(3,365,285)	(250,000)	(3,615,285)
	<u>138,266</u>		<u>(939,171)</u>
Invested in capital assets	5,305,128	1,349,332	6,654,460
Internally and externally restricted	20,124,840	(3,690,000)	16,434,840
Endowments restricted	9,236,108	282,587	9,518,695
	<u>34,666,076</u>		<u>32,607,995</u>
	<u>34,804,342</u>		<u>31,668,824</u>
	<u>\$ 141,996,783</u>		<u>\$ 128,543,748</u>



**Confederation College**  
**Capital Budget and Projected Requirements**  
**Capital 5 Year Plan 2019-2024**

Initiative	Funding Source	Year	1	2	3	4	5	Total
			2019-20	2020-21	2021-22	2022-23	2023-24	
Apprenticeship Enhancement Fund (AEF)	MTCU		108,579	108,579	108,579	108,579	108,579	542,895
Capital Equipment & Renewal Fund (CERF)	MTCU		460,000	203,800	203,800	203,800	203,800	1,275,200
IT Infrastructure and Renewal Strategic Plan	Board Reserves		390,000	500,000	500,000	-	-	1,390,000
Computer Lab Renovations	Board Reserves		220,000	-	-	-	-	220,000
Parking Lot Lighting Replacement	Board Reserves		350,000					350,000
<b>Sub-Total Regular Capital</b>			<b>1,528,579</b>	<b>812,379</b>	<b>812,379</b>	<b>312,379</b>	<b>312,379</b>	<b>3,778,095</b>
<b>Major Capital Projects</b>								
Atikokan Bridge Phase II	Board Reserves		500,000					500,000
Aviation Fleet Renewal	CEDC & Community Partner		500,000	100,000				600,000
	Board Reserves		500,000	500,000				1,000,000
	NOHFC		500,000	200,000				700,000
	FEDNOR		500,000	200,000				700,000
	Industry Donation (in kind)			250,000				
			<b>2,000,000</b>	<b>1,250,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,000,000</b>
Fitness Centre Demolition	Board Reserves		650,000	-	-	-	-	650,000
TEC Hub Phase II - Equipment Fit Up	Fundraising Campaign		1,000,000	600,000				1,600,000
	NOHFC		1,000,000	600,000				1,600,000
	FEDNOR		500,000	300,000				800,000
			<b>2,500,000</b>	<b>1,500,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,000,000</b>
New Trades Building	Federal Infrastructure Strategy Prg			4,000,000	6,000,000			10,000,000
	Provincial Government			2,000,000	3,000,000			5,000,000
	NOHFC			2,000,000	3,000,000			5,000,000
	MTCU			2,000,000	3,000,000			5,000,000
	Board Reserves		250,000					250,000
			<b>250,000</b>	<b>10,000,000</b>	<b>15,000,000</b>	<b>-</b>	<b>-</b>	<b>25,250,000</b>
Apprenticeship & Trades Equipment	Board Reserves				1,500,000	1,500,000		3,000,000
Lecture Theatre Upgrade and Accessibility Retrofit	Board Reserves		350,000	300,000				650,000
Student Success Renovation	Board Reserves		50,000	750,000				800,000
<b>Total Major Capital</b>			<b>6,300,000</b>	<b>13,800,000</b>	<b>16,500,000</b>	<b>1,500,000</b>	<b>-</b>	<b>37,850,000</b>
<b>Total Capital Plan</b>			<b>\$ 7,828,579</b>	<b>\$ 14,612,379</b>	<b>\$ 17,312,379</b>	<b>\$ 1,812,379</b>	<b>\$ 312,379</b>	<b>\$ 41,628,095</b>

<b>Sum of Major Capital Funding Sources:</b>	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Board Reserves	2,300,000	1,550,000	1,500,000	1,500,000	-	6,850,000
Donations	1,000,000	850,000	-	-	-	1,600,000
NOHFC	1,500,000	2,800,000	3,000,000	-	-	7,300,000
FEDNOR	1,000,000	500,000	-	-	-	800,000
MTCU	-	2,000,000	3,000,000	-	-	5,000,000
Other Government Funding	500,000	6,100,000	9,000,000	-	-	15,600,000
Local Community & Partner Funding	500,000	100,000	-	-	-	600,000
<b>Total Major Capital Funding Sources</b>	<b>6,300,000</b>	<b>13,800,000</b>	<b>16,500,000</b>	<b>1,500,000</b>	<b>-</b>	<b>37,150,000</b>

Board Reserves for Regular Capital	960,000	500,000	500,000	-	-	1,960,000
<b>Total Board Reserves for Capital Investment</b>	<b>3,260,000</b>	<b>2,050,000</b>	<b>2,000,000</b>	<b>1,500,000</b>	<b>-</b>	<b>8,810,000</b>