

2016/2017

BUSINESS PLAN

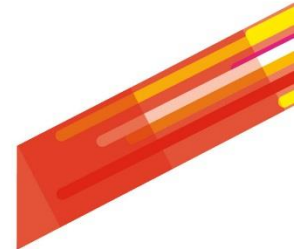


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Executive Summary

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 2016-2017 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 Strategic Mandate Agreement (SMA), Board Ends policies and the new Strategic Plan, *Wiicitaakewin*. We continue to focus our efforts on completing the key initiatives in support of our Ends.

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 2016-2017 operating budget is projected at approximately \$74.6 million with a capital budget of \$17.8 million.

Our 2016-2017 operating revenue is estimated at \$74.6 million, which is an increase of approximately \$1.7 million or 2.3% compared to the 2015-16 actual year-end results. The College is forecasting a balanced operating budget for 2016-17 as expenditures are projected at \$74.6 million.

The College has implemented an integrated risk management process aligned with Executive Limitations and Board Ends Policies. Multi-year 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

September marks the first semester of Confederation College's new strategic plan – the path to 2020. For the first time in over four decades, Confederation is re-inventing its student population and reaching out beyond its traditional catchment base 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. At the foundation of this effort, the College is formalizing a performance measurement framework that will help evaluate and communicate its progress toward exceeding benchmarks and achieving its strategic goals. 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

OUTSTANDING GOALS AND OBJECTIVES

The following objectives continue from the 2015-16 Business Plan:

- A) Stabilizing enrollment through the Strategic Plan and Strategic Enrolment Management initiatives, 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 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) 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 2016-2017 Business Plan:

- D) 2016-2017 marks the first year of our new Strategic Plan – Wiicitaakewin - the path to 2020. Confederation College will embark on significant College wide planning initiatives for the first half of the fiscal year. By the fall, the College will have created multiple work groups, multi-year action plans and performance monitoring systems for each strategic goal.

Major facilities projects:

- E) Begin and complete phase two of the Student Village. Specifically, development of the Student Wellness Centre 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) Development has commenced and will continue for the Technology Education & Collaboration (TEC) Hub in Thunder Bay. 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) In partnership with the Keewatin-Patricia District School Board, Confederation College will be co-locating its Sioux Lookout campus with the new Sioux Lookout High School through the development of 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. The project is expected to be completed in the fall of 2017. The province of Ontario has committed \$1 million in support of Confederation's space through the Northern Ontario Heritage Fund Corporation.

SECTION 3

MAJOR 2016-17 INITIATIVES RELATING TO THE STRATEGIC PLAN

Execution of the Strategic Plan is being overseen by the Strategic Leadership Team (SLT). The plan has been approved by the board and a multi-year implementation plan is being created which will distribute ownership over tactics among a combination of operational departments and volunteer Working Groups.

Each Work Group will consist of volunteers from across the College based on their interest in the tactic requiring advancement. The College will be developing a terms of reference, a work plan and logic model for work groups tasked with advancing each respective tactic. Recommendations from the work groups will be tabled for SLT's approval before implementation and submissions for financial support will reviewed during the budget process. The 2016-17 budget includes \$408,075 to support the Strategic Initiatives.

1. ACCESS AND SUCCESS

Goal 1- Provides access to a broad range of programs, pathways and learning opportunities (E 1.1)
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">• Develop a comprehensive Academic Plan that aligns to the Strategic Plan;• Implement the programming through the Northern Collaboration project;• Increase online delivery of programming.
1.2 Increase awareness of pathways and prepare learners for success in their chosen career paths. <ul style="list-style-type: none">• Develop and launch a new mobile friendly website that is enrolment focused and therefore provides ease of access to programming and education pathways;• Incorporate the philosophy of "Pick your Pace" /personal academic plans in additional programs;• Reinforce a career development culture in our learners.
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">• Continue to expand collaboration with secondary and other postsecondary education providers in the delivery of successful programs and in the development and introduction of enhanced services.
1.4 Continue to enhance and review program relevance, mix and delivery to support engagement of a diverse group of prospective learners. <ul style="list-style-type: none">• Survey secondary learners to establish opportunities for new or renewed programming;• Conduct and review SEM research in relation to enrolment trends and implement policy and practice to support increased success in attraction and retention;• Assess the results of Study North and make recommendation on future collaborative marketing opportunities;• Implement the recommendations from the CQAAP audit process.

Goal 2 – Cultivates a flexible and supportive learning environment that helps learners meet and achieve their career and life goals (E 1.1)
2.1 Implement a cross-college, collaborative approach for student success. <ul style="list-style-type: none"> Review, plan and implement a comprehensive retention plan incorporating services that support student success.
2.2 Celebrate the cultural diversity on campus. <ul style="list-style-type: none"> Incorporate additional opportunities for the celebration of diversity on and off campus including the enhancement of cultural and educational exchanges.
2.3 Support the unique needs of international students in reaching their personal, academic and career goals. <ul style="list-style-type: none"> Explore programming, delivery and support services that are specific to the needs of international students; Review academic and support delivery with a focus on the world view.
Goal 3 – Builds relationships through reconciliation¹ that inform learners’ success. (E1.2)
3.1 Implement comprehensive Indigenous language and cultural programming. <ul style="list-style-type: none"> With indigenous partners develop indigenous language programming that reflects the rich diversity of Northwestern Ontario.
3.2 Engage in active Canadian reconciliation through implementing the Truth and Reconciliation Commission of Canada’s Calls to Action in the education sector. <ul style="list-style-type: none"> Sustain indigenous centered leadership in education through the growth of research and advocacy at the Centre for Policy in Indigenous Learning; Create structural change at Confederation College whereby Indigenous centred leadership practices are implemented through decision-making processes to support organizational development.
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"> Expand implementation of the Bawaajigan Certificate among all employees; Incorporate the provincial government’s most recent TRC Calls to Action in planning.
Goal 4 – Fosters an environment for all learners to experience the Negahneewin Council Vision. (E 2.2)
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"> 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 the future of Confederation College. <ul style="list-style-type: none"> Recognize the indigenous and cultural diversity of Confederation College in the naming, identity and design of facilities.

¹ “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.

2. **COMMUNITY PROSPERITY**

Goal 5 – Is responsive to the training and development needs of communities and employers. (E 2.1)
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">• In collaboration with First Nation communities, apply for Strategic Partnership Funds (SPF) to further develop Essential and Workplace skills.
5.2 Advocate for responsive contract training funding. <ul style="list-style-type: none">• Advocate for changes to the Canada/Ontario Job Grant to more effectively respond to, Skills needs in Northwestern Ontario.
5.3 Implement a collaborative approach to placements, co-ops, career services, Advisory Committees and community outreach that supports a holistic approach for career development. <ul style="list-style-type: none">• Initiate a collaborative cross college Advisory Committee to explore collaboration.
5.4 In partnership with stakeholders, investigate and advocate for new models for apprenticeship delivery across the north. <ul style="list-style-type: none">• Work with the local community organizations in the development of Technology Enabled Learning apprenticeship programs across Northwestern Ontario.
Goal 6 - Enriches the quality of life, prosperity and sustainability of its diverse communities. (E 2.2)
6.1 Support social innovation as a means to address the challenges faced by learners, employers and communities. <ul style="list-style-type: none">• Implement social innovation as components of the SPF projects.
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 the northwest. <ul style="list-style-type: none">• Apply for SPF to support First Nations community access to Essential and Workplace Skills Training
Goal 7 - Leads and supports innovation and entrepreneurship through partnerships with business and industry. (E2.3)
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">• Explore expanded partnerships in support of the TEC Hub innovation and entrepreneurship;• Support capacity development for informed risk-taking.
7.2 Continue to develop partnerships that increase students' opportunities to explore innovation and entrepreneurship. <ul style="list-style-type: none">• Expand applied research/entrepreneurism activities through experiential learning.
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">• Explore the feasibility of a Kenora Innovation Campus.

3. **INSTITUTIONAL EXCELLENCE**

<p>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)</p>	
8.1	<p>Effectively align resources with the College’s annual Business Plan to support quality outcomes of students and to achieve strategic goals.</p> <ul style="list-style-type: none"> Effectively develop and implement the Annual Business Plan based on the new Strategic Plan including assessment of new markets, revenue opportunities and risk management.
8.2	<p>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.</p> <ul style="list-style-type: none"> Continue to refine the institution’s metrics framework; Develop metrics that reflect the College as an employer committed to practices reflecting the TRC Calls to Action.
8.3	<p>Invest in buildings and centres that contribute to a positive learning and work environment and that convey the uniqueness of Confederation College.</p> <ul style="list-style-type: none"> Implement the 10 year capital plan.
8.4	<p>Refresh and renew the College’s infrastructure and reporting structure in order to improve efficiencies during program and service delivery.</p> <ul style="list-style-type: none"> Review IT infrastructure with a goal to develop and implement a sustainable IT plan; Implement a renewed academic structure that supports academic transformation and effectiveness.
<p>Goal 9 - Is an employer of choice. (E 3.3)</p>	
9.1	<p>Attract and retain employees who have the knowledge, skills and experience to meet the mission and values of the College.</p> <ul style="list-style-type: none"> In collaboration with the Teaching and Learning Centre (TLC) Implement career and professional development planning and support for all full and part time employees including building capacity focused on the TRC Calls to Action; Provide employees with professional development opportunities that support personal success.
9.2	<p>Continue to create a supportive environment and increase opportunities for employees to be engaged and contribute to the College community.</p> <ul style="list-style-type: none"> Enhance communication opportunities by implementing the Communications Charter and supporting the cascading communication approach; Invest in and implement College-wide career planning and professional development; Develop a College-wide wellness strategy.
9.3	<p>Create an employee recruitment strategy to ensure a qualified and diverse pool of applicants for part time and temporary positions.</p> <ul style="list-style-type: none"> Engage in outreach activity to increase exposure and to promote a sustainable and diverse pool of applicants.
<p>Goal 10 – Is recognized as a leader in Indigenous learning in Canada. (E 3.4)</p>	
10.1	<p>Expand Indigenous programming to meet the needs of Northwestern Ontario and beyond.</p> <ul style="list-style-type: none"> Develop and implement the Indigenous Governance Post Diploma Certificate for delivery across Ontario; Expand synchronous delivery of the Aboriginal Canadian Relations Certificate to additional markets.
10.2	<p>Actively engage in dialogue on how to advance and support Indigenous learning at Confederation College.</p> <ul style="list-style-type: none"> 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.

- Participation in provincial and national events that focus on the 94 recommendations of the TRC including the six 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 programming.

SECTION 4

EXTERNAL FACTORS

Population Shift / Labour Market Outlook:

- In 2015 the North Superior Workforce Planning Board developed a Labour Market Plan for 2015-2017. A 2016 update has been released. The update provides evaluations outlining population, labour force and labour market trends and characteristics with key factors highlighted below.
 - Population projections outline negligible population growth over the next decade, followed by a decline in population up to 2041. Between 2015-2041, population is expected to decline by 2.5 percent.
 - From 2013 to 2041, persons aged between 15 and 64 years will decrease by more than 21, 000 (20.7%) while individuals aged 65 or older are estimated to increase by nearly 20,000 (76.7%). During the same time period, age cohort 0-14 will decrease by roughly 2, 600 (12%).
 - There is an un-proportionate unemployment rate between Aboriginal (20.2%) and non-Aboriginal (7.7%) populations in our region. This gap speaks towards deeply rooted challenges and opportunities to help engage and better serve our Aboriginal populations.
 - The top five ranked industries in Northwestern Ontario sorted by number of employers in the Thunder Bay district are: real estate (15%), professional, scientific and technical services (8%), ambulatory health care services (7%), specialty trade contractors (5.7%), securities, commodity contracts, and other financial investment and related activities (3.2%). This ranking is generally similar to the ranking order for the province.
 - Industry ranking on job vacancies in Northwestern Ontario produced by the Job Vacancy and wage Survey (calculated by number of vacancies per number of payroll employees) outlines 2,140 vacant jobs in Northwestern Ontario. This list is ordered by: sales and service occupations (54%), trades, transport and equipment operators (16%), occupations in education, law and social, community and government services (10%), business, finance and administration occupations (9%) and health occupations (6%).

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 significant debt and increasing demand for services, changes to the college and university funding models is currently being reviewed to provide sustainable and predictable funding for the future. 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. Within this changing environment, skills training for First Nation communities have increased.

Student Demographics:

- Confederation continues to have one of the highest percentages of both Indigenous and First Generation students in postsecondary programming across the Ontario college system. The College continues to increase the population of international students which originate from more than 15 countries. 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. Adjusting to these changes have produced ongoing strategies around support service performance management and employee professional development training.

Staff Demographics:

- 14% of our full time employees are eligible for retirement by December 2016 and 30% 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. This growth provides both a challenge and an opportunity for all colleges in the province.

Post-Secondary Enrolment:

- Domestic enrollment will continue to decrease across the province posing a significant challenge for Confederation College. Confederation has undertaken a number of Strategic Enrollment Management initiatives to expand existing markets and enter into new markets in order to stabilize enrolment. International and Indigenous recruitment has been a driving force for enrollment management and will continue as a primary enrollment strategy for the 2016/2017 fiscal year.

SECTION 5

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 and provincial KPI data, which is presented to the Board in May and made public each June. These reports measure and communicate 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 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 2016-2017 BUDGET

2016-2017 Summary of Key Assumptions:

Full-time Post-secondary learners	2946
International learners	541
Total full-time enrolment	3487
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	400
College facilities	70,959 Sq. m.
Number of campuses	9
Total operating budget expenditures	\$74.6 Million
Total capital budget	\$17.8 Million

MTCU Operating Grants Summary

	2014/2015 Budget	2014/2015 Actual	2015/2016 Actual	2016/2017 Budget
General Purpose Operating Grant GPOG	19,500,503	19,138,039	19,138,039	19,138,039
Performance Funding	399,064	478,678	402,170	376,052
Small, Northern & Rural Grant	9,471,898	9,471,898	9,471,898	9,471,898
Reporting Entities Grant	35,472	35,510	35,465	35,236
Enrolment Growth Funding	1,564,463	1,810,716	1,589,930	1,488,467
ISR International Student Recovery	(216,000)	(133,110)	(256,786)	(440,876)
Total Operating Grants	30,755,400	30,801,731	30,380,716	30,068,816

2016/17 Budget has been updated to reflect the Preliminary 2016/17 College Operating Transfer Payment Totals issued April 20, 2016

Confederation College Enrolment Headcount Report - 2016/2017 Projections

	2015-16 Budget			2015-16 Actual			2016-17 Budget			Fall Variance 16/17 Budget vs 15/16 Actual		change to budget
	summer	fall	winter	summer	fall	winter	summer	fall	winter			
School of Aviation	75	276	284	55	262	251	65	282	302	20	7.6%	
School of Business , Hospitality & Media Arts	10	835	839	19	800	789		694	689	-106	-13.3%	
School of Engineering Technology & Trades	20	685	636	47	742	695	21	853	770	111	15.0%	
School of Health & Community Services (Negahneewin)	38	1125	1078	58	1267	1107	34	1274	1219	7	0.6%	
Regional & Distance Education	20	387	346	21	389	356	20	384	343	-5	-1.3%	
Subtotal College Headcount	163	3,308	3,183	200	3,460	3,198	140	3,487	3,323	27	0.8%	
Less International	43	323	393	58	423	487	35	541	605	118	27.9%	
COLLEGE TOTAL for Revenues General Tuition Fees	120	2,985	2,790	142	3,037	2,711	105	2,946	2,718	-91	-3.0%	

CHARTS

Confederation College
 BUDGET FOR FISCAL 2016/2017
 With Comparison to the Actual Results for Fiscal 2015/2016

	Approved Budget 2015-16	Actual Year-End 2015-16	Budget 2016-17
Revenue			
Post Secondary Grant	\$ 30,136,633	\$ 30,779,377	\$ 30,068,816
Other Provincial Grants	12,073,491	13,235,362	12,310,677
Tuition Fees-Domestic	9,597,361	9,486,509	9,619,273
Other Student Fees	2,648,913	2,725,349	2,803,706
Tuition Fees - International	5,341,430	6,430,175	7,901,121
Contract and Programs	4,302,147	4,605,637	6,686,661
Ancillary Operations	3,616,111	3,456,420	3,557,495
Other Revenue	3,060,799	2,210,427	1,602,811
Total Revenue	\$ 70,776,885	\$ 72,929,256	\$ 74,550,560
Expenses			
Total Full Time Salaries & Benefits	\$ 38,062,393	\$ 38,887,240	\$ 40,165,302
Total Part Time Salaries & Benefits	9,141,655	9,122,972	9,139,353
Restructuring Costs	1,244,408	1,065,369	212,700
Buildings, Mtce, Grounds & Utilities	3,277,838	3,189,192	3,559,840
Contracted Services	6,020,014	7,645,094	7,838,547
Furniture & Equipment	872,411	1,430,440	1,059,162
Miscellaneous	2,357,834	1,003,155	2,668,283
Office & Instructional Expenses	6,345,400	5,540,337	5,803,736
Professional Dues & Audit Fees	603,665	762,891	982,177
Scholarships & TSA	521,301	1,013,693	556,801
Telecommunications & Software	1,239,078	1,135,160	1,284,995
Travel and Professional Development	1,090,888	1,332,903	1,275,699
Total Expenses	\$ 70,776,885	\$ 72,128,446	\$ 74,546,595
Surplus (Deficiency) of revenue over expenses for the year	\$ -	\$ 800,810	\$ 3,965

**Restated Budgeted Financial Statement for PSAB for Government NPOs.
Summary of MTCU 2016-2017 Budget Template**

2

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

For the year ended March 31

2016

2017

Revenue		
Post Secondary Grants	\$30,779,378	\$30,068,816
Other Provincial Grants	12,764,221	12,310,677
Tuition Fees - Domestic	9,486,509	9,619,273
Other Student Fees	2,725,349	2,803,706
Tuition Fees - International	6,430,175	7,901,121
Contracts and Programs	4,605,637	6,686,661
Ancillary Operations	3,456,420	3,557,495
Amortization of deferred capital contributions (Note 1)	2,876,140	2,679,243
Other Revenue	1,999,152	1,602,811
	75,122,981	77,229,803
Expenses		
Full-time Salaries and Benefits	\$38,585,782	\$40,165,304
Part-Time Salaries and Benefits	9,122,972	9,139,356
Restructuring Costs	1,065,369	212,700
Plant and Property Maintenance	3,189,192	3,560,224
Contract Services	7,645,094	8,028,416
Furniture & Equipment	393,281	1,093,702
Miscellaneous	1,003,155	1,299,329
Office and Instructional Supplies	5,136,014	6,512,503
Professional Dues & Audit Fees	762,891	982,177
Scholarships and Tuition Set-Aside	1,013,693	556,801
Telecommunications & Software	1,135,160	1,284,995
Travel and Professional Development	1,332,903	1,352,081
Depreciation	3,756,215	3,120,974
	74,141,721	77,308,564
Excess (Deficiency) of revenue over expenses	\$ 981,260	\$ (78,762)

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

As at	March 31, 2016	March 31, 2017
Assets		
Current		
Cash	\$ 13,712,322	\$ 12,227,438
Accounts receivable (Note 3)	3,726,974	3,226,974
Temporary investments (Note 2)	-	-
Inventory	673,848	568,848
Current portion of notes and long-term receivable	19,687	19,687
Grants receivable	787,852	787,852
Prepaid expenses	637,329	637,329
	<u>19,558,012</u>	<u>17,468,129</u>
Investment portfolio - endowments restricted (Note 4)	8,118,258	8,361,806
Notes and long-term receivable	48,687	28,687
Construction in progress (Note 5)	6,451,032	11,262,057
Capital assets (Note 6)	36,187,884	39,908,862
	<u>\$ 70,363,873</u>	<u>\$ 77,029,540</u>
Liabilities		
Current		
Accounts payable and accrued liabilities (Note 7)	\$ 7,707,085	\$ 6,207,085
Deferred revenue (Note 8)	3,664,047	3,664,047
Vacation pay	3,088,398	2,988,398
Current portion of long-term debt (Note 9)	359,014	364,835
	<u>14,818,544</u>	<u>13,224,365</u>
Post-employment benefits and compensated absences (Note 10)	2,546,000	2,525,000
Deferred capital contributions (Note 11)	32,052,236	36,171,656
Deferred capital contributions - construction in progress (Note 11)	6,451,032	11,304,731
Long-term debt (Note 9)	1,230,986	871,971
	<u>57,098,798</u>	<u>64,097,723</u>
Net Assets		
Unrestricted		
Operating	\$ 5,342,759	5,263,997
Post-employment benefits and compensated absences	(2,546,000)	(2,525,000)
Vacation Pay	(3,088,398)	(2,988,398)
	<u>(291,639)</u>	<u>(249,401)</u>
Invested in capital assets (Note 12)	2,859,624	2,844,624
Internally and externally restricted (Note 13)	2,713,640	2,113,640
Endowments restricted (Note 14)	7,983,450	8,222,954
	<u>13,556,714</u>	<u>13,181,218</u>
	<u>13,265,075</u>	<u>12,931,817</u>
	<u>\$ 70,363,873</u>	<u>\$ 77,029,540</u>

Capital Budget and Projected Requirements 5 Year Forecast 2016-2021

Initiative	Projected Requirement for Capital					Total
	1 2016-17	2 2017-18	3 2018-19	4 2019-20	5 2020-21	
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	207,954	203,800	203,800	203,800	203,800	1,023,154
Student IT Fess (student fee funded)	195,847	195,850	195,850	195,850	195,850	979,247
Multi-Media Program Fees (student fee funded)						-
Fundraising - misc capital requests < \$100,000	130,982					130,982
Critical IT Needs - Replace Failed Uninterrupted Power Supply (UPS)	100,000					100,000
Sub-Total	743,362	508,229	508,229	508,229	508,229	2,776,278
Major Capital Projects						
Bio Energy - Construction in Progress						
Building	3,288,109					3,288,109
Equipment	2,809,866					2,809,866
	6,097,975					6,097,975
Student Village: Wellness Centre \$13.4M						
Building	7,360,000	5,540,000				12,900,000
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>	7,360,000	6,040,000	-	-		13,400,000
Student Village: Student Success Centre \$8.1 M @ 27,000 sq ft.						
Building					7,600,000	7,600,000
Equipment					500,000	500,000
<i>Funded by OFA \$2.1M, MTCU \$1M, NOHFC \$5M</i>					8,100,000	8,100,000
TEC Hub						
Building	2,149,000	14,617,500	2,923,500			19,690,000
Equipment			4,310,000			4,310,000
<i>Funded \$10M Fed SIF fund, \$7M Prov Govt, \$3M NOHFC (\$2M Buidling, \$1M Equipment), CEDC \$500K, College \$500K, Fednor \$2M, Fundraising \$1M</i>	2,149,000	14,617,500	7,233,500			24,000,000
Tech Hub - Kenora						
Building				4,000,000		4,000,000
<i>Funded \$4 M by FEDNOR</i>						
Sioux Lookout Campus						
Building	1,400,000	800,000				2,200,000
Equipment		200,000				200,000
<i>MTCU \$350,000 Grant, NOHFC \$1M Grant, OFA Loan \$1.050M</i>	1,400,000	1,000,000				2,400,000
Total Major Capital	17,006,975	21,657,500	7,233,500	4,000,000	8,100,000	57,997,975
Totals	\$ 17,750,337	\$ 22,165,729	\$ 7,741,729	\$ 4,508,229	\$ 8,608,229	\$ 60,774,253

Capital Funding Sources 5 Year Forecast 2016-2021

		Projected Funding Sources of Capital					
	Initiative	2016-17	2017-18	2018-19	2019-20	2020-21	Total
Regular Capital	Provincial Funding (MTCU)	316,533	312,379	312,379	312,379	312,379	1,566,049
	Operations (Student Program Fees)	195,847	195,850	195,850	195,850	195,850	979,247
	Fundraising/Donations	130,982	-	-	-	-	130,982
	Internally Restricted Funds - Critical IT needs	100,000					100,000
Bio Energy	MTCU	4,200,000					4,200,000
	NOHFC	1,897,975					1,897,975
	**This project is currently in Construction in Progress on Balance Sheet,						-
	No additional capital costs in 2016-17						-
Student Village: Wellness Centre \$13.4M	Northern Ontario Heritage Fund	1,200,000	800,000				2,000,000
	OFA Loan: SUCCI \$7.7M and College \$2.9M	6,160,000	4,440,000				10,600,000
	Resource Development Fee - SUCCI Lump sum payment		800,000				800,000
TEC Hub	NOHFC (\$2M Building and \$1M Equipment)	214,900	1,461,750	1,323,350			3,000,000
	Province of Ontario	752,150	5,116,125	1,131,725			7,000,000
	Federal Government Strategic Investment Fund	1,074,500	7,308,750	1,616,750			10,000,000
	CEDC	53,725	446,275	-			500,000
	College Contribution	53,725	284,600	161,675			500,000
	Fednor - Equipment	-	-	2,000,000			2,000,000
	Fundraising/Donations - Equipment	-	-	1,000,000			1,000,000
							-
Sioux Lookout Campus	OFA Loan	617,100	432,900				1,050,000
	MTCU	350,000					350,000
	NOHFC	432,900	567,100				1,000,000
Student Village: Student Success Centre \$8.1 M @ 27,000 sq ft.	MTCU					1,000,000	1,000,000
	OFA loan: Confederation College Cash contribution over 25 years					2,100,000	2,100,000
	Northern Ontario Heritage Fund					5,000,000	5,000,000
Tech Hub - Kenora	Fednor				4,000,000		4,000,000
							-
Totals		\$ 17,750,337	\$ 22,165,729	\$ 7,741,729	\$ 4,508,229	\$ 8,608,229	\$ 60,774,253