



Confederation
COLLEGE



2018/2019 **BUSINESS PLAN**

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Executive Summary

The 2018-2019 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 2018-2019 budget is projected at approximately \$100.7 million with a capital budget of \$16.7 million.

Our 2018-2019 revenue is estimated at \$100.7 million, which is an increase of approximately \$25 million or 33% compared to the 2017-18 actual year-end results, with the majority of the increase related to one-time sustainability and small northern rural funding, deferred revenue due to the extension of the 2017-18 academic year, additional international enrolment and contract training projects. The College is forecasting a balanced operating budget for 2018-19 as expenditures are projected at \$100.2 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 2018-2019 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

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 2017-2018 Business Plan:

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

The following major objectives are new for the 2018-2019 Business Plan:

- D) 2018-2019 marks the third 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) Completion of 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. Implementation of programming
- F) 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 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) Greenhouse Gas Campus Retrofit Projects: With a targeted completion date of March 31, 2019, this initiative involves a combination of campus wide retrofits which will increase sustainability and significantly reduce GHG emissions and improve energy efficiency at Confederation College.
- H) Atikokan-Nakina Drive Bridge Rehabilitation Project: With a targeted completion date of November 2018, the 50-year-old bridge will undergo significant rehabilitative work. 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 2018-19 INITIATIVES RELATING TO THE STRATEGIC PLAN

The 2018-19 year is the second year of the strategic plan Wiichitakewin that 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 (Menegwa), 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. Over \$600,000 has been allocated in the 2018-2019 budget to specifically support the annual initiatives within Wiichitakewin.

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">• 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 commencing in 2018.
1.2 Increase the number and awareness of learning pathways <ul style="list-style-type: none">• Through Ontario Council on Articulation Transfer (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 Northern Colleges Collaboration Program (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 post-secondary education. <ul style="list-style-type: none">• Through Ontario Postsecondary Access & Inclusion Program (OPAIP) funding continue to develop methods to support the transition of learners to College and their success through appropriate career path development• Confederation Bound will be implemented on an ongoing basis• Seek funding for the Maamawaiyaa proposal through the federal government to increase the successful transition of indigenous learners to the College
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">• Use SEM to support implementation of sustainable programming through program review, program revitalization and new program development• Continue to implement the second year of Study North 2 to further increase market presence and attraction of learners from southern Ontario
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 the cross-college collaborative Integrated student retention plan.

	<ul style="list-style-type: none"> • Use multiple sources of funding (OPAIP, PEFAL, MAESD Base funding) in an integrated strategy to support student success with a focus on Indigenous learners • Expand the use of accommodation plans to support student success
2.2	<p>Celebrate the cultural diversity on campus.</p> <ul style="list-style-type: none"> • Incorporate additional opportunities for the celebration of diversity on and off campus including the enhancement of cultural events and exchanges • Renovate space in the “C” Wing of Shuniah Building to support Indigenous centred ceremonial and spiritual activities led by Indigenous people.
2.3	<p>Support the unique needs of international students in reaching their personal, academic and career goals.</p> <ul style="list-style-type: none"> • Support the preferred immigrant status initiative proposed by the Northern Policy Institute • Expand programming, delivery and support services that are specific to the needs of international students • Implement experiential intercultural learning experiences internationally and in northern communities with Indigenous partners
<p>Goal 3 – Builds relationships through reconciliation¹ that inform learners’ success. (E1.2)</p>	
3.1	<p>Implement comprehensive Indigenous language and cultural programming.</p> <ul style="list-style-type: none"> • Develop and implement Indigenous language programming in partnership with Sault College
3.2	<p>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.</p> <ul style="list-style-type: none"> • Support the growth of Indigenous centered leadership through the Centre for Policy and Research in Indigenous Learning (CPRIL) • Implement Indigenous centered leadership practices led by Indigenous people to support organizational development • Through Academic Council and the Academic Plan (Memegwa) review academic programming with a focus on Indigenous Knowledge and world views into curriculum • Conduct an audit to examine where systemic and institutional racism against Indigenous peoples is found to exist within the College, and develop an action plan to address identified examples of this racism
3.3	<p>Create and sustain a professional development program to support employees in their understanding of how the formal education system has not addressed the interests and needs of Indigenous students in a historical and current context. These existing conditions must be addressed by developing an inclusive curriculum to:</p> <ul style="list-style-type: none"> • Expand implementation of the Bawaajigan Certificate through TEL • Incorporate the provincial government’s most recent TRC Calls to Action in key initiatives
<p>Goal 4 – Fosters an environment for all learners to experience the Negahneewin Council Vision. (E2.2)</p>	
4.1	<p>Respectfully reflect indigenous culture, language, knowledge and history in the classroom through Indigenous Studies courses and the Indigenous Learning Outcomes(ILO)</p>
4.2	<p>Integrate Indigenous knowledge and pedagogy in the classroom</p> <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 • Engage the Academic Council to support expansion of indigenous learning and ILOs with the goal of implementing all seven ILOs in all postsecondary programs
4.3	<p>Create and sustain space that respects Indigenous peoples as integral to Confederation College</p> <ul style="list-style-type: none"> • Recognize and support the Indigenous and cultural diversity of Confederation College through the design, naming, and identity of all facilities. Implement facilities to support the Negahneewin Vision including, Indigenous ceremonial and spiritual space

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 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 <ul style="list-style-type: none"> 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.
5.4	In partnership with stakeholders, investigate and advocate for new models for apprenticeship delivery across northwestern Ontario. <ul style="list-style-type: none"> Work with local community organizations in development of TEL apprenticeship programs across northwestern Ontario Support the government's apprenticeship modernization strategy
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"> 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.
6.3	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"> 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
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"> Expand partnerships in support of the TEC Hub innovation and entrepreneurship. 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. <ul style="list-style-type: none"> Expand applied research/entrepreneurism activities through student centered experiential learning Implement an alternative to workplace placements through employer generated applied projects
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"> Participate in and host workshops and events to provide profile to College innovation and entrepreneurship activities

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 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. Initiate processes to reduce the operational budget in 2019/20 due to increasing cost pressures.
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 to support sustainability With the Northern Policy Institute develop metrics that reflect the focus of Wiicitaakewin and the SMA on social innovation Implement metrics that reflect the College committed to practices reflecting the TRC Calls to Action Implement the recommendations from the CQAAP audit process by 2019
8.3	<p>Invest in strategic infrastructure and partnerships 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 second year of the 5 year capital plan including the IT strategic plan Align our facility resources with learner and program needs Complete construction and open the TEC-Hub, the new campus in Sioux Lookout and complete the reconstruction of the McIntyre Bridge
8.4	<p>Refresh and renew the College's infrastructure and equipment.</p> <ul style="list-style-type: none"> Continue with the fund raising campaign to support new innovation equipment with a focus on the needs of the TEC HUB. Renew campus infrastructure and implement projects to reduce energy use and the production of Green House Gasses Submit our updated sustainability plan to achieve the 2030 and 2050 provincial greenhouse gas emission reduction targets by August 31, 2018.
<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 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	<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 continuing to implement the Communications Plan Invest in and implement College-wide career planning and professional development Continue with the implementation of the College-wide wellness strategy Continue to implement learner centered timetabling and scheduling
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 media and other outreach activity to increase the number and quality of faculty applicants Continue efforts to specifically attract candidates of Indigenous ancestry
<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"> Implement the Indigenous Governance and Public Administration Post Diploma Certificate for delivery across Ontario Expand delivery of the Aboriginal Canadian Relations Certificate through TEL to additional Ontario markets

10.2 Actively engage in dialogue regarding how to advance and support Indigenous learning at Confederation College.

- Expand the Bawaajigan Certificate delivery and participation through TEL
- Continue to deliver programming through the Wiicitaakewin Speakers' Series
- 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.

- 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
- Create national and international partnerships that support Indigenous Learning

SECTION 4

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.
 - 2017 job activity highlight the top 10 industries by number of jobs being: Educational Services, Food services and drinking places, Hospitals, Ambulatory health care services, social assistance, specialty trade contractors, professional, scientific and technical services, aboriginal public administration and provincial and territorial public administration.
 - 2024 job projections align with this same rank order for industries with a switch in total number employed between social assistance and ambulatory health care.

Political Landscape

- Ongoing concern around the impact of: funding formula changes for Colleges; progression towards outcomes based funding with performance targets; a review of program weighting units and the small, northern and rural grant; the announcement of indigenous education institutes and an upcoming provincial election all of which provide uncertainty.

Student Demographics:

- The College continues to serve a high percentage of barriered, 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 15 countries which has major challenges

as international political landscapes evolve. 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.

- NW Ontario has recognized the need to retain the graduates they attract. This issue is being supported by Common Voice Northwest and the Northern Policy Institute. The solution has been rooted in supporting immigration challenges for College and University graduates.

Staff Demographics:

- 12% of our full time employees are eligible for retirement by December 2018 and 20% are eligible for retirement by December 2020. This has created significant succession planning issues and opportunities.

Indigenous Institutes:

- Indigenous Institutes in Ontario are now a directly funded, integral part of Ontario's post-secondary system. This provides both a challenge and an opportunity for all colleges in the province to engage in the development of expanded relationships and collaboration. Indigenous Institutes have become another pillar of the Ministry of Advanced Education and Skills Development.

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 2018/2019 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 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 2018-2019 BUDGET

2018-2019 Summary of Key Assumptions:

Full-time Post-secondary learners	2,454	
International learners	944	
Total full-time enrolment	3,398	
Part-time learners	520	
Collaborative nursing learners	438	
Number of full-time post-secondary programs	71	
Full-time staff budgeted	404.25	
College facilities	76,897	Sq. m.
Number of campuses	9	
Total operating budget	\$100.7	Million
Total capital budget	\$16.7	Million

Confederation College

Enrolment Headcount Report - 2018/2019 Projections

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

Confederation College

Enrolment Headcount Report - 2018-19 Budget vs 2017-18 Actual

Includes International Students/Second Career/WSIB Students

	2017-18 Budget			2017-18 Actual			2018-19 Budget			Fall Variance 18/19 Budget vs 17/18 Actual change to budget	
	summer	fall	winter	summer	fall	winter	summer	fall	winter		
School of Aviation	72	284	286	55	299	341	81	363	405	64	21.4%
School of Business , Hospitality & Media Arts	2	737	794	16	736	710	45	736	789	0	0.0%
School of Engineering Technology & Trades	15	827	786	27	813	757	65	832	830	19	2.3%
School of Health & Community Services (Negahneewin)	54	1114	1025	71	1210	996	83	1092	1020	-118	-9.8%
Regional & Distance Education	0	359	319	46	438	359	38	375	333	-63	-14.4%
Subtotal College Headcount	143	3,321	3,210	215	3,496	3,163	312	3,398	3,377	-98	-2.8%
Less International	54	538	580	67	660	878	185	944	1127	284	43.0%
COLLEGE TOTAL for Revenues General Tuition Fees	89	2,783	2,630	148	2,836	2,285	127	2,454	2,250	-382	-13.5%

CHARTS

Summary of MAESD 2018-2019 Budget

The Confederation College of Applied Arts and Technology		
Statement of Operations		
	ACTUAL	BUDGET
For the year ended March 31	2018	2019
Revenue		
Post Secondary Grants	\$ 31,682,100	\$ 39,723,550
Other Provincial Grants	11,749,734	11,677,056
Tuition Fees - Domestic	7,756,984	8,587,752
Other Student Fees	3,611,762	4,063,407
Tuition Fees - International	8,329,430	15,348,485
Contracts and Programs	5,197,815	11,368,572
Ancillary Operations	3,000,536	3,399,125
Amortization of deferred capital contributions	2,990,197	4,833,616
Other Revenue	1,331,840	1,688,521
	75,650,398	100,690,084
Expenses		
Full-time Salaries and Benefits	\$ 37,217,151	\$ 44,840,584
Part-Time Salaries and Benefits	9,048,633	16,874,000
Plant and Property Maintenance	3,189,624	4,255,563
Contract Services	7,851,125	10,739,428
Furniture & Equipment	835,580	2,041,758
Miscellaneous	1,285,811	2,026,060
Office and Instructional Supplies	5,791,157	8,675,369
Professional Dues & Audit Fees	715,509	872,472
Scholarships and Tuition Set-Aside	1,027,420	1,060,391
Telecommunications & Software	1,479,999	1,348,979
Travel and Professional Development	2,030,210	1,242,157
Capital of out Operating	-	470,000
Depreciation	3,755,343	5,778,878
	74,227,562	100,225,639
Excess of revenue over expenses	\$ 1,422,836	\$ 464,445

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

Statement of Financial Position

As at	March 31, 2018	March 31, 2019
Assets		
Current		
Cash	\$ 24,804,616	\$ 12,078,864
Accounts receivable (Note 3)	5,110,095	3,560,095
Temporary investments (Note 2)	-	-
Inventory	785,270	785,270
Current portion of notes and long-term receivable	261,623	246,623
Grants receivable	893,188	129,000
Prepaid expenses	361,584	196,321
	32,216,376	16,996,174
Investment portfolio - endowments restricted (Note 4)	9,067,465	9,339,489
Notes and long-term receivable	7,587,975	7,311,352
Construction in progress (Note 5)	15,534,939	0
Capital assets (Note 6)	52,128,699	77,429,827
	\$ 116,535,454	\$ 111,076,842
Liabilities		
Current		
Accounts payable and accrued liabilities (Note 7)	\$ 10,832,715	\$ 4,232,715
Deferred revenue (Note 8)	10,362,511	2,924,554
Vacation pay	3,107,196	3,007,196
Current portion of long-term debt (Note 9)	979,635	670,084
	25,282,057	10,834,550
Post-employment benefits and compensated absences (Note 10)	2,344,000	2,344,000
Deferred capital contributions (Note 11)	46,375,916	70,041,382
Deferred capital contributions - construction in progress (Note 11)	15,201,523	0
Long-term debt (Note 9)	10,532,113	9,868,135
	99,735,609	93,088,067
Net Assets		
Unrestricted		
Operating	\$ 5,487,199	5,951,644
Post-employment benefits and compensated absences	(2,344,000)	(2,344,000)
Vacation Pay	(3,107,196)	(3,007,196)
	36,003	600,448
Invested in capital assets (Note 12)	\$ 2,655,310	3,125,310
Internally and externally restricted (Note 13)	5,227,748	5,110,208
Endowments restricted (Note 14)	8,880,785	9,152,809
	16,763,843	17,388,327
	16,799,846	17,988,775
	\$ 116,535,454	\$ 111,076,842

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

Capital Budget and Projected Requirements Capital 5 Year Forecast 2018-2023						Total
	1	2	3	4	5	
Initiative	2018-19	2019-20	2020-21	2021-22	2022-2023	
Apprentice Ship Enhancement Fund (AEF) MTCU funded	189,137	189,137	189,137	108,579	108,579	784,569
Capital Equipment & Renewal Fund (CERF) MTCU funded	203,800	203,800	203,800	203,800	203,800	1,019,000
Capital out of Operating - IT Infrastructure and Renewal	933,816	500,000	500,000	500,000	-	2,433,816
Student IT Fess (student fee funded)	60,000	60,000	60,000	60,000	60,000	300,000
Sub-Total Regular Capital	1,386,753	952,937	952,937	872,379	372,379	4,537,385
Major Capital Projects						
Atikokan Bridge \$1.8M						
Bridge	1,800,000	-	-	-	-	1,800,000
<i>Funded by \$1.5M Special Capital Grant from MAESD (pending)</i>	1,800,000	-	-	-	-	1,800,000
Greenhouse Gas Retrofit Programs \$6.4M						
Building	284,000					284,000
Equipment	6,130,137					6,130,137
<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>	6,414,137	-				6,414,137
TEC Hub \$19.042M						
Building	4,108,172					4,108,172
Equipment	500,000					500,000
<i>Funded \$9.042M Fed SIF fund, \$7M Prov Govt, \$2M NOHFC (\$2M Buidling) CEDC \$500K, College \$500K,</i>	4,608,172	-	-			4,608,172
Sioux Lookout Campus \$2.4M						
Building	1,304,416					1,304,416
Equipment	200,000					200,000
<i>MAESD \$350,000 Grant, NOHFC \$1M Grant, OFA Loan \$1.050M</i>	1,504,416					1,504,416
TEC Hub - Phase 2 Equipment Fit Up						
Building						-
Equipment	1,000,000	2,500,000	1,500,000			5,000,000
<i>NOHFC \$2M Grant, Fednor \$1M Grant, Corporate Donations \$2M</i>	1,000,000	2,500,000	1,500,000	-	-	5,000,000
Dorion Net Zero Building - replace at McIntyre						
Building		10,000,000	15,000,000			25,000,000
Equipment						-
<i>Federal Infrastructure Strategy Program \$8M, MAESD Carbon Reduction Grant \$9M; Provincial Govt \$8M</i>	-	10,000,000	15,000,000	-	-	25,000,000
Indigenous Learning Centre						
Building					5,000,000	5,000,000
Equipment						-
<i>NOHFC \$1M Grant, Fednor \$1M Grant, MAESD \$3M</i>	-	-	-	-	5,000,000	5,000,000
Lake of the Woods Innovation Center						
Building			4,000,000			4,000,000
Equipment						-
<i>Fednor \$4M</i>	-	-	4,000,000	-	-	4,000,000
New Residence , 2 units 64 beds each, - Phase 2 , P3 Partnership						
Building			500,000	6,000,000	6,000,000	12,500,000
Equipment						-
<i>P3 Partnership with Campus Development Corporation</i>	-	-	500,000	6,000,000	6,000,000	12,500,000
Total Major Capital	15,326,725	12,500,000	21,000,000	6,000,000	11,000,000	65,826,725
Totals	\$ 16,713,478	\$ 13,452,937	\$ 21,952,937	\$ 6,872,379	\$ 11,372,379	\$ 70,364,110

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

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Capital 5 Year Funding Forecast 2018-2023							
	Initiative	2018-19	2019-20	2020-21	2021-22	2022-23	Total
Regular Capital	Provincial Funding (MAESD)	392,937	392,937	392,937	312,379	312,379	1,803,569
	Operations (includes Student Program Fees)	860,000	560,000	560,000	560,000	60,000	2,600,000
	Fundraising/Donations	16,416					16,416
	Internally Restricted Funds - Critical IT needs	117,400					117,400
	Sub-Total Regular Capital	1,386,753	952,937	952,937	872,379	372,379	4,537,385
Major Capital Funding							
Atikokan Bridge							
\$1.8M	MAESD: \$1.8M Special Capital Grant	1,800,000					1,800,000
Greenhouse Gas Campus Retrofit Programs \$6.4M	MAESD Retrofits Grant Fund for Cap and Trade Non-Participants \$0.6M	597,033					597,033
	MAESD Innovation Grand Fund \$5.8M	5,817,104					5,817,104
		6,414,137	-	-	-	-	6,414,137
TEC Hub \$19.042M	NOHFC (\$2M Building)	2,000,000					2,000,000
	Province of Ontario	-					-
	Federal Government Strategic Investment Fund	1,858,172					1,858,172
	CEDC	250,000					250,000
	College Contribution - Equipment	500,000					500,000
		4,608,172	-	-	-	-	4,608,172
Sioux Lookout Campus	OFA Loan	1,050,000					1,050,000
	MAESD (Equipment \$200K, Building \$150K)						-
	NOHFC	582,304					582,304
		1,632,304	-	-	-	-	1,632,304
TEC Hub - Phase 2 Equipment Fit Up	Donations		1,000,000	1,000,000			2,000,000
	FEDNOR		500,000	500,000			1,000,000
	NOHFC	1,000,000	1,000,000				2,000,000
		1,000,000	2,500,000	1,500,000	-	-	5,000,000
Dorion Net Zero Building	Federal Government Strategic Investment Fund		8,000,000	-			8,000,000
	MAESD Carbon Reduction Grant			9,000,000			9,000,000
	Provincial Funding			8,000,000			8,000,000
		-	8,000,000	17,000,000	-	-	25,000,000
Indigenous Learning Centre	MAESD					3,000,000	3,000,000
	NOHFC					1,000,000	1,000,000
	FECNOR					1,000,000	1,000,000
		-	-	-	-	5,000,000	5,000,000
Lake of the Woods Innovation Centre	MAESD						-
	NOHFC						-
	FECNOR			4,000,000			4,000,000
	-	-	4,000,000	-	-	4,000,000	
New Residence - Phase 2	MAESD						-
	NOHFC						-
	P3 Partnership with Campus Development Corporation			500,000	6,000,000	6,000,000	12,500,000
		-	-	500,000	6,000,000	6,000,000	12,500,000
Total Major Capital		14,454,613	10,500,000	23,000,000	6,000,000	11,000,000	64,954,613
Totals		\$ 16,841,366	\$ 11,452,937	\$ 23,952,937	\$ 6,872,379	\$ 11,372,379	\$ 70,491,998