

2018-2019 ANNUAL REPORT

Mission

Confederation College inspires learners to succeed in their lives and careers.

Vision

Confederation College will enrich lives through learning.

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Message from the Chairperson of the Board

As Chairperson for the Board of Governors for the 2018-19 term, I have been honoured to witness and participate in a collection of exciting advancements that each support the strategic directions set out in our Strategic Plan, *Wiicitaakewin: The Path to 2020*.

The year began with the hiring of a new President. Kathleen Lynch began her tenure in September of 2018 and has proven her leadership ability in preparing our learners and communities for the constantly evolving future. I would be remiss if I did not also acknowledge the incredible team at Confederation College that has supported her in this effort.

The economic impact of Confederation College on northwestern Ontario is \$634.4 million annually. Of that contribution, we have learned that \$3 million is directly tied to our international students, while \$1.3 million is directly tied to our Indigenous students. We are pleased to see the benefits of diversity on campus extending to our communities.

Aside from the many notable infrastructure developments at our campuses across the region, Confederation College took some courageous steps forward in its ongoing commitment to Indigenous leadership and education. This started with the pursuit of a College-wide systemic racism review, which began in the fall of 2018, with implementation of the recommendations beginning now. The College also continues our membership in the Anti-Racism and Inclusion Coalition in Thunder Bay, which we joined at the Coalition's inception in June of 2018.

A Negahneewin Education Strategy was recently introduced, focused on providing employees of Confederation College with ample opportunities for personal and professional growth. A central element of the new strategy is the 4 Seasons to Reconciliation training, which all employees will complete to facilitate a common foundation of understanding surrounding Indigenous knowledge, cultures and reconciliation.

A smudging room was opened in March, the Centre for Policy and Research in Indigenous Learning celebrated 5 years of collaborative and leading-edge work, and the first Indigenous Graduation Celebration and Feast was hosted in April. These represent just a few of the many accomplishments of the College in this past year.

On behalf of the Board of Governors and our College community, I would like to thank everyone who has contributed to changing lives through learning. We excitedly anticipate your continued contributions as we soon begin the planning process for our next Strategic Plan.

Kristen Oliver
Chairperson

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Message from the President

I had the great pleasure of returning to Confederation College in September of 2018 as President. Since then, I have been reminded of the incredible work that we do to support students and change lives through learning.

A key way in which we guide this work is through our Strategic Plan, *Wiicitaakewin: The Path to 2020*. We are proud to have made significant progress this year across each of the three strategic pillars: Access and Success, Community Prosperity and Institutional Excellence.

We have been working diligently on a comprehensive program mix strategy to ensure that our programs remain relevant to our students and industries. This will serve to support **Access and Success** for our almost 7,000 learners. Of note this year, we proudly reached a record high of 3,688 full-time postsecondary learners. The diversity on campus continues to grow, with 777 learners who self-identify as Indigenous, and over 1300 International learners from 24 countries.

We would not be able to support our students without help from many compassionate people and partners, which is why our commitment to **Community Prosperity** is so critical. An example of this is found in the 1,000 students we have connected to entrepreneurship activities on campus this year. As part of this work, we were excited to introduce a new Experiential Entrepreneurship course in partnership with the Northwestern Ontario Innovation Centre and RBC Future Launch program. This is just one of the many collaborations that demonstrate our engagement with and support of the promotion of a thriving economy across northwestern Ontario.

With an eye for continued success, we strive for **Institutional Excellence** to earn recognition as a progressive organization. To ensure we remain prepared to support the evolution of learning, we have invested in upgrading our facilities in Thunder Bay and the region. We celebrated the opening of the Technology, Education and Collaboration Hub in the fall of 2018. The TEC Hub is contributing to the development of a skilled, employment-ready technology workforce for northwestern Ontario. The campus in Sioux Lookout was relocated to the new high school, with a wing for the College to provide postsecondary programs. Students will benefit from this new space starting in the fall of 2019.

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With our ongoing commitment to environmental sustainability, we were thrilled to secure support to invest in high efficiency water heaters, solar panels and battery energy storage, along with modifications to achieve biomass optimization and building automation. As a result of these Energy Retrofit Projects in Thunder Bay and Kenora, Confederation expects to save approximately 624,000 m³ of natural gas and up to \$150,000 annually.

As we close out our year, we have much to look forward to for 2019-20, starting with the continuation of our TEC Campaign. The TEC Campaign will help to ensure students of the TEC Hub are provided with leading-edge equipment and enhanced learning capacity. We passed the halfway mark of the campaign last year, reaching \$1.13 million of our \$2 million private contribution goal and are now entering the public phase of the campaign to reach the finish line.

As we enter the final year of our Strategic Plan, we will be preparing to engage with all of our stakeholders to contribute to the establishment of our next Strategic Plan. We acknowledge and greatly value the perspectives of our students, alumni, employees and community partners and supporters. Together, we will be able to confirm an innovative and strong direction for Confederation College.

Kathleen Lynch
President

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Strategic Plan



The Path to 2020

Confederation College: 2017-2020 Strategic Plan

To deliver its Mission and Vision, Confederation College commits to fostering Access and Success, Community Prosperity and Institutional Excellence encompassing the following 10 goals.

The College aspires to be an institution that supports:

Access and Success

1. Provides access to a broad range of programs, pathways and learning opportunities.
2. Cultivates a flexible and supportive learning environment that helps learners meet and achieve their career and life goals.
3. Builds relationships through reconciliation¹ that inform learners' success.
4. Fosters an environment for all learners to experience the Negahneewin Council Vision.

Community Prosperity

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

Institutional Excellence

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

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.

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ACCESS and SUCCESS



The Path to 2020

Confederation College excels in attracting, supporting and graduating a diverse² range of learners.

The demographics of northwestern Ontario are **changing**. 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. In order to better recruit students, support their success and respond to the demand for skilled graduates, the College will **increase its focus on the attraction, support and retention of Indigenous youth as well as students from southern Ontario and other countries**. Helping students access programs of their choice and, at the same time, building awareness of market trends, will help to ensure that programs are both reachable and relevant. **Aligning the College's facilities, infrastructure and technology with diverse preferences that support a balanced lifestyle** will be central to engaging with students and helping them succeed. The process of reconciliation will frame the College's priorities for learner success. Confederation aspires to be a leader in advancing Indigenous learning and culture; in turn, these aspects will be integrated into a flexible and supportive learning environment for all.

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.
- 1.2 Increase awareness of pathways and prepare learners for success in their chosen career paths.
- 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.
- 1.4 Continue to enhance and review program relevance, mix and delivery to support engagement of a diverse group of prospective learners.

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.
- 2.2 Celebrate the cultural diversity on campus.
- 2.3 Support the unique needs of international students in reaching their personal, academic and career goals.

Goal 3 – Builds relationships through reconciliation¹ that inform learners' success. (E 1.2)

- 3.1 Implement comprehensive Indigenous language and cultural programming.
- 3.2 Engage in active Canadian reconciliation through implementation of the Truth and Reconciliation Commission (TRC) of Canada's Calls to Action in the education sector.
- 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.

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.
- 4.2 Integrate Indigenous knowledge and pedagogy in the classroom.
- 4.3 Create and sustain space that respects Indigenous peoples as integral to the future of Confederation College.

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"Diverse Learners" are defined as learners with a range of dimensions that includes but is not necessarily limited to: learning skills, socio-economic background, race and cultural heritage, physical and mental ability, gender and sexual orientation, religious and political beliefs, as well as geographic origin.

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COMMUNITY PROSPERITY



The Path to 2020

Confederation College fosters economic and social development in Northwestern Ontario and beyond.

As a result of its dedication to the surrounding area over many years, 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. Strong relationships with communities, employers and industry allow the College to be responsive to emerging opportunities. Understanding the challenges and unique needs facing northwestern Ontario's diverse communities will help the College **engage with employers** to advance training opportunities that meet evolving needs. **Innovation and entrepreneurship** will be pathways to further support economic development. In these ways, the College will **ensure its graduates have the skills, knowledge and abilities** to perform in a rapidly changing labour market.

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.
- 5.2 Advocate for responsive contract training funding.
- 5.3 Implement a collaborative approach to placements, co-ops, career services, Advisory Committees and community outreach that strive to support a holistic approach for career development.
- 5.4 In partnership with stakeholders, investigate and advocate for new models for apprenticeship delivery across the north.

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.
- 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 northwestern Ontario.

Goal 7 - Leads and supports innovation and entrepreneurship through partnerships with business and industry. (E 2.3)

- 7.1 Foster a culture that enhances opportunities for, and aligns resources with, innovation and entrepreneurship across the College.
- 7.2 Continue to develop partnerships that increase students' opportunities to explore innovation and entrepreneurship.
- 7.3 Showcase the College's efforts to advance innovation and entrepreneurship initiatives that help to grow economies in northwestern Ontario.

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INSTITUTIONAL EXCELLENCE



The Path to 2020

Confederation College is recognized as an excellent and progressive organization.

Confederation College has a proven track record in performing **above provincial averages**: graduate and employer satisfaction are areas where the College performs above the norm. Continuing to offer **best-in-class opportunities** for students and building pathways to develop **meaningful and sustainable** careers that meet the needs of the north are areas where the College will maintain its focus and further strive to exceed expectations. Formalizing a **performance measurement framework** will help the College assess and communicate its progress toward exceeding benchmarks and achieving its **strategic goals**. By investing in its human and physical resources, the College will contribute to a **positive learning and work environment**, creating a sustainable foundation from which to grow and be recognized.

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)

- 8.1 Effectively align resources with the College's annual Business Plan to support quality outcomes of students and to achieve strategic goals.
- 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.
- 8.3 Invest in buildings and centres that contribute to a positive learning and work environment and that convey the uniqueness of Confederation College.
- 8.4 Refresh and renew the College's infrastructure and reporting structure in order to improve efficiencies during program and service delivery.

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

- 9.1 Attract and retain employees who have the knowledge, skills and experience to meet the mission and values of the College.
- 9.2 Continue to create a supportive environment and increase opportunities for employees to be engaged and contribute to the College community.
- 9.3 Create an employee recruitment strategy to ensure a qualified and diverse pool of applicants for part-time and temporary positions.

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

- 10.1 Expand Indigenous programming to meet the needs of northwestern Ontario and beyond.
- 10.2 Actively engage in dialogue on how to advance and support Indigenous learning at Confederation College.
- 10.3 Determine Indigenous education strategies through research and policy development in collaboration with partners across Canadian and International environments.

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Ends Monitoring

The following report represents a metric summary related to activity connected to the three ends policies associated with our Strategic Plan. For each metric below a three year history is presented.

Metrics for the 2016-2019 Strategic Plan:		2016/17	2017/18	2018/19
NOTES: - All information for 2016/17 is consistent with records from May 10, 2017. - All information for 2017/18 is consistent with records from March 21, 2018. - All information for 2018/19 is consistent with records from March 27, 2019. Numbers and percentages will vary when compared to other ministry reports.				
Ends Policy One – Access and Success				
Strategic Direction One – Confederation College excels in attracting, supporting and graduating a diverse range of learners.				
a	Number of Postsecondary and Non-Postsecondary learners	7297	6500	6955
	• Total number of Postsecondary learners	4476 (61%)	4228 (65%)	4708 (68%)
b	Under-represented postsecondary learners	2353 (53%)	2396 (57%)	2837 (60%)
	• First Generation	1029 (23%)	823 (19%)	829 (19%)
	• Indigenous	824 (18%)	730 (17%)	777 (18%)
	• International	634 (14%)	940 (22%)	1324 (28%)
	• Second Career	54 (1%)	28 (<1%)	29 (<1%)
	• WSIB	11 (<1%)	4 (<1%)	4 (<1%)
	• Identified disabilities	571 (13%)	561 (13%)	573 (12%)
c	Academic upgrading learners who ladder into full-time: i. Postsecondary ii. Apprenticeship Studies	i. 141 (9%) ii. 5 (<1%)	i. 107 (10%) ii. 5 (<1%)	i. 104 (10%) ii. 8 (<1%)
d	Number of School College Work Initiative learners in 2018/19 (*doesn't include April 2019 students for 2018/19 or April 2018 students for 2017/18)	1060	1226*	1114*
e	School College Work Initiative learners who ladder into full-time: i. Postsecondary ii. Apprenticeship Studies	i. 403 (11.4%) ii. 46 (13.7%)	i. 353 (10%) ii. 41 (15.3%)	i. 423 (11%) ii. 57 (17%)
f	Confederation Bound i. Total number of high school students to enter Confederation Bound ii. Total number of Confederation Bound participants to apply to a postsecondary program iii. Total number of participants to enroll in a postsecondary program	i. 45 ii. 36 iii. 28	i. 47 ii. 33 iii. 29	i. 46 ii. 27 iii. N/A
g	Number of Learners participating in the MTCU Credit Transfer System transferring in to Confederation College	402	402	354
h	Male/female ratio of postsecondary learners	44/56	46/54	48/52
i	Postsecondary learners completing flexible courses	1027 (23%)	1064 (25%)	1199 (26%)

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Metrics for the 2016-2019 Strategic Plan:		2016/17	2017/18	2018/19
j	Postsecondary learners accessing programming through the Virtual College	1481 (33%)	1201 (28%)	1446 (31%)
k	Learners in collaborative, multi-institutional programs (Collaborative or community based BScN, Mining diploma, Medical Laboratory Assistant diploma, etc.)	452(6%)	446 (7%)	445 (6%)
International Learners:				
l	International postsecondary learners	634 (14%)	940 (22%)	1324 (28%)
m	International postsecondary graduates	338 (19%)	479 (24%)	586 (33%) ¹
n	International non-postsecondary learners	26 (2%)	93 (7%)	17 (2%)
Regional Learners:				
o	Number of Postsecondary programs delivered in regional locations	24	29	32
p	Postsecondary learners in regional locations	535 (12%)	520 (12%)	605 (13%)
q	Upgrading learners in regional locations	128 (19%)	146 (25%)	129 (18%)
r	Contract training learners in regional locations	406 (28%)	390 (31%)	339 (33%)
Southern Ontario Learners:				
s	Learners outside of northwestern Ontario accessing programming through the Virtual College	317 (13%)	323 (16%)	390 (18%)
t	Learners relocating to northwestern Ontario from southern Ontario for their studies	523 (7%)	525 (8%)	505 (7%)
Graduates:				
u	Graduation Rate from postsecondary programming. 2017 Provincial KPI Average = 66.8%	65.5%	67.9%	TBD ²
v	Graduate Employment Rate. 2018 Provincial KPI Average = 85.7%	82.8%	87.9%	TBD ²
w	Graduate Satisfaction Rate. 2018 Provincial KPI Average = 79.5%	86.6%	83.0%	TBD ²
x	Employer Satisfaction Rate. 2018 Provincial KPI Average = 92.5%	89.5%	93.8%	TBD ²

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Metrics for the 2016-2019 Strategic Plan:		2016/17	2017/18	2018/19
Ends Policy Two – Community Prosperity				
Strategic Direction Two – Confederation College fosters economic and social development in Northwestern Ontario and beyond.				
a	Number of postsecondary and non-postsecondary Indigenous Learners	1356	1066	1327
b	Indigenous postsecondary learners	824 (18%)	730 (17%)	777 (17%)
	<ul style="list-style-type: none"> Indigenous apprenticeship learners Indigenous upgrading learners Indigenous contract training learners 	23 (7%) 184 (28%) 313 (23%)	18 (7%) 100 (20%) 214 (17%)	20 (6%) 218 (31%) 404 (40%)
c	Indigenous postsecondary graduates	327 (18%)	270 (16%)	271 (15%) ¹
d	Indigenous upgrading graduates	60 (79%)	99 (75%)	144 (66%) ¹
e	Indigenous School College Work Initiative learners laddering into postsecondary programming	80 (16%)	84 (16%)	98 (21%)
f	Postsecondary programming with Indigenous learning outcomes	58 (100%)	58 (100%)	58 (100%)
Training Initiatives:				
g	Number of northwestern Ontario businesses receiving training	52	69	67
h	Number of training agreements with northwestern Ontario communities and number of communities served through these agreements	64	79	49
Integrated Employment Services:				
i	Number of employment clients served	4356	3722	4395
j	Percentage of employment clients placed	78%	69%	82%
Applied Research/Entrepreneurism:				
k	Number of applied research projects in partnership with government, community or business organizations	22	21	21
l	Learners participating in experiential learning opportunities	1832 (41%)	1746 (41%)	1523 (32%)
m	Learners participating in applied research projects	158 (4%)	152 (4%)	188 (4%)
n	Learners participating in entrepreneurship activities	726 (16%)	971 (23%)	971 (21%)

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Metrics for the 2016-2019 Strategic Plan:		2016/17	2017/18	2018/19
Ends Policy Three – Institutional Excellence				
Strategic Direction Three – Confederation College is recognized as an excellent and progressive organization.				
a	Number of postsecondary and non-postsecondary learners served:	7297	6500	6955
	i. Postsecondary learners (includes full and part time)	4476 (61%)	4228 (65%)	4708 (68%)
	ii. Apprenticeship learners	335 (5%)	268 (4%)	345 (5%)
	iii. Upgrading learners	657 (9%)	507 (8%)	705 (10%)
	iv. Contract training learners (activity not funded by MTCU)	1425 (20%)	1263 (19%)	1016 (15%)
	v. General interest learners	404 (6%)	234 (4%)	181 (3%)
b	Learners leaving northwestern Ontario to attend programs at other Ontario Colleges	611	540	609
c	Postsecondary Student Satisfaction with the overall quality of their learning experience in their program. 2018 Provincial KPI Average = 75.5%	83.3%	84.3%	TBD ²
d	Postsecondary Student Satisfaction with the concern of people at the college for their success. 2018 Provincial KPI Average = 57%	68%	68%	TBD ²
e	Postsecondary Student Satisfaction with the overall quality of the services in the college. 2018 Provincial KPI Average = 61.1%	64.5%	63.1%	TBD ²
f	Postsecondary Student Satisfaction with their overall college experience. 2018 Provincial KPI Average = 67%	76%	75%	TBD ²

¹Data consistent with July 18, 2019 records. ²Confederation College is uncertain when the Ministry of Training, Colleges and Universities will release the Key Performance Indicator report to Colleges. A summary of KPIs will be provided to the Board once received from the MTCU.

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Analysis of Operational Performance

LEGEND

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

Numbering	Strategic Direction	Status	Assigned To:
Goal 1-4	ACCESS AND SUCCESS		
1	Goal 1: Provides access to a broad range of programs, pathways and learning opportunities.		
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		VPA
Status Update	NCCP will conclude March 2020. Programming is being adjusted to ensure no outstanding commitments to students remain beyond this date. Northern Colleges are exploring smaller collaboration opportunities, especially for the 3rd year of advanced diploma programs		VPA
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 post secondary partners. There will be a focus on Indigenous pathways and those involving NCCP partners and northern Ontario universities.		VPA / VP CPRIL
Status Update	Indigenous specific pathways include: Aboriginal Advocacy Program, to be completed by the end of 2020: LU, Confed and Canadore were successful in securing joint funding to improve pathways for Indigenous students between institutions		VPA
Status Update	CPRIL Projects will be complete by March 31. Closing out in year. A proposal submit for knowledge mobilization in relation to ONCAT projects pending.		VP CPRIL
Status Update	17 Indigenous ONCAT Pathway projects are at various stages of completion. Additional resources, such as project management, may be required to complete the 17 pathways given the large volume of pathways being pursued.		Dean, HNCS
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		VPA
Status Update	Part 1: Collaboration with secondary and elementary levels: The Student Success team (SSA's & ISN's) has expanded service delivery and is now working with the specific elementary and secondary schools delivering workshops, develop a group mentoring program and provide outreach and transitional supports. Over the last fiscal year there has been 24 transition and 91 outreach initiatives across Part 1 and 2. Examples of new initiatives include: Developing peer mentoring program as transition supports with Lakehead district school board and Catholic School Board; Various academic and life skill workshops at local high schools; outreach to local and regional SCWI students to transition to college; elementary level outreach including Ecole Gron Morgan, Sherbrook and McKellar.		Dean, Access and Success

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Numbering	Strategic Direction	Status	Assigned To:
Status Update	Part 2: Collaboration with secondary and elementary levels with Indigenous Community Partners: The Negahneewin Student Services team and Regional SSA's are working with the various Indigenous community partners to deliver student services and supports as requested by each organization. The group has participated in many activities both transitional and cultural. Expansion of attendance of career fairs on FN communities is being planned in conjunction with Matawa. Examples include: Outreach to Kenora's chief advisory council; community outreach in Indigenous organizations in Dryden; Ginoogaming First Nation Youth and Elder gathering; and Ecole Gron Morgan Media Arts Tour in collaboration with Youth Fusion. Presentations were also made by community partners to discuss their funding options for individuals who may seek assistance to go to post secondary. Metis Nation of Ontario, Shooneyaa Wa Biitong, Lake of the Woods Employment Action Project, Nechee Friendship Centre all made funding options presentation to the group. MNO knowledge holder presented a workshop on beading for college students and staff, FF high school students, and UNFC clients.		Dean, Access and Success
Status Update	Confederation Bound will be implemented and receive ongoing funding; more offers will be extended to private schools on First Nations.		
Status Update	Seek funding for the Maamawaiyaa proposal through the federal government to increase the successful transition of indigenous learners to the College. Funding was unsuccessful.		
1.4	Continue to enhance and review program relevance, mix and delivery to support engagement of a diverse group of prospective learners.		
1.4.1	Use SEM to support implementation of sustainable programming through program review, program revitalization and new program development		VPA
Status Update	SEM committee has been dissolved with responsibility moved to Deans committee, which includes the Registrar, who will inform the Deans and programs on an ongoing basis regarding the status of programs; a program mix document will be created		VPA
1.4.2	Continue to implement the second year of Study North 2 to further increase market presence and attraction of learners from southern Ontario.		Registrar
Status Update	Northern Colleges have determined we will not continue with the Study North specific brand. Confederation College will continue recruitment efforts in the GTA targeting specific programs		
2	Goal 2: Cultivates a flexible and supportive learning environment that helps learners meet and achieve their career and life goals.		
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		VPA / VP CPRIL
Status Update	Negahneewin Student Services, Counselling, Student Success Team, the Mental Health & Well Being Strategy team work collaboratively together to meet the ongoing specialized needs of our learners through a purposeful and strategic plan.		VPA
Status Update	Continue to put in place and expand dynamic supports to meet student needs (i.e. 7:1:7, Tutor.com, mental health, academic workshops, health, cultural supports, well-ness activities, etc.)		Dean, Access and Success
2.1.2	Expand the use of accommodation plans to support student success		VPA
Status Update	Build upon the communication strategy regarding accessibility services and supports to faculty, administration, staff & students; ensure appropriate policies and procedures are in place		Dean, Access and Success
2.2	Celebrate the cultural diversity on campus		

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Numbering	Strategic Direction	Status	Assigned To:
Status Update	TEC Hub has incorporated culturally appropriate gathering spaces and regionally relevant design elements that fosters a welcoming environment for Indigenous students.		VPFA
2.2.2	Incorporate additional opportunities for the celebration of diversity on and off campus including the enhancement of cultural events and exchanges		VPA
Status Update	6 Students, 1 Faculty, 1 admin staff participate in a 3-week immersion program in Mexico in May 2018. The group learned intensive Spanish for one week and spent two weeks with Indigenous communities. They learned about global indigenous perspectives, sustainable development and other local initiatives. Another group of 4 students and 2 staff visited Australia to learn about Indigenous culture and sociopolitical developments.		Dean, International
2.2.3	Renovate space in the "C" Wing of Shuniah Building to support Indigenous ceremonial and spiritual activities (Smudging Room)		VPFA, VP CPRIL
Status Update	Renovations of the Smudging Room have been completed; new furnishings are in place		VPFA
Status Update	NC and President to open Smudging Room for Winter 2019		VP CPRIL
2.3	Support the unique needs of international students in reaching their personal, academic and career goals.		
2.3.1	Support the preferred immigrant status initiative proposed by the Northern Policy Institute, CEDC Common Voice Northwest		President
2.3.2	Expand programming, delivery and support services that are specific to the needs of international students		VPA
Status Update	Additional sections in some programs opened for September 2018. For the first time, international students also registered for programs at a regional campus (specifically for the paramedic program in Fort Frances). In 2018, the College developed and implemented a new post-graduate program: "Digital Marketing and Marketing Analytics". There will be three intakes into this program each year; 23 international students enrolled in January 2019. Confederation also introduced a May intake for three programs in 2019. This will be the first time that the College has a May intake for postsecondary programs. More than 100 international students are expected to register across all three programs. Support services will be enhanced for all students on campus over the summer months. Finally, in December 2018, an additional international student advisor was hired at the International Education Centre, to assist international students with immigration and other concerns.		Dean, International
2.3.3	Implement experiential intercultural learning experiences internationally and in northern communities		VPA / VP CPRIL
Status Update	Develop and implement Australian Intercultural Student Experience		Dean, Access and Success
Status Update	Australia Experiential Learning Project for student exchange led by CPRIL completed by end of March 2019. CPRIL initiated relationship with Thomas Cook University in Townsville, Australia. CPRIL to complete report on the Australian exchange to be included in the Final Report through VPA office.		VP CPRIL
3	Goal 3: Builds relationships through reconciliation that inform learners' success.		
3.1	Implement comprehensive Indigenous language and cultural programming.		
3.1.1	Develop and implement Indigenous language (Anishinaabemowin) programming in partnership with Sault College		VPA / VP CPRIL
Status Update	Full-time faculty member hired in Oct 2018 to lead curriculum design and implementation. Draft ILP program plan is completed. Completion of Ministry approval processes is being supported through Academic Quality Assurance personnel. MOU with Sault College has been signed; securing of curriculum; and sharing resources; feasibility reports, program proposal, and research planning is underway. Other Indigenous communities and partnerships are being explored (i.e. OSHKI-Wenjack, Matawa); Program ready for delivery in fall 2019 as a certificate program		Dean, HNCS

2018-2019 ANNUAL REPORT

Numbering	Strategic Direction	Status	Assigned To:
Status Update	CPRIL has been working with the lead faculty member to develop the Anishinaabemowin Language Program. CPRIL and Sault College began collaboration in 2018 that culminated in a partnership to enable the Ojibwe language program to be introduced at Confederation College. CPRIL is supporting and monitoring the development of the language initiative as identified in the Strategic Plan and continues to support development of the language program.		VP CPRIL
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		VP CPRIL
Status Update	CPRIL continues to produce activity reports and publishes its work annually. CPRIL continues to pursue funding on a regular basis to sustain this work.		
3.2.2	Implement Indigenous centered leadership practices to support organizational development		Organizational Effectiveness
Status Update	Action plan developed in consultation with CPRIL - opportunities to be offered beginning in May 2019		
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		VPA
Status Update	A schedule has been developed for all academic programs to implement all 7 ILOs		
3.2.4	Engage in an audit to determine where systemic or institutional racism exists and develop a plan to address issues.		Organizational Effectiveness
Status Update	Final report has been received and reviewed with the Advisory College Council (ACC). An Anti-Racism Policy has been drafted and a consultation process is in motion. The practice review report is expected by the end of April 2019.		
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.		Organizational Effectiveness
Status Update	A PD program will be developed for all staff to take as a basic primer and all programs will have access to a variety of options to learn about the Indigenous Learning Outcomes		
3.3.1	Expand implementation of the Bawaajigan Certificate through TEL		VP CPRIL
Status Update	CPRIL is working on a new format for Bawaajigan that includes a blog, podcasting and online resources		
3.3.2	Incorporate the provincial government's most recent TRC Calls to Action in programming		VP CPRIL, VPA
Status Update	The College is engaged in creating an Indigenous language program (see 3.1.1)		VPA
Status Update	CPRIL works across the college to address the TRC Calls to Action by influencing curriculum development, management training and academic planning.		VP CPRIL
4	Goal 4: Fosters an environment for all learners to experience the Negahneewin Council Vision.		
4.1	Respectfully reflect indigenous culture, language, knowledge and history in the classroom through Indigenous Learning Outcomes.(ILOs)		VP CPRIL
Status Update	CPRIL is working on an ILO Implementation Plan across the College and has integrated existing HEQCO Research Project on ILO in this renewed ILO strategy.		
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		VPA / VP CPRIL / Organizational Effectiveness

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Numbering	Strategic Direction	Status	Assigned To:
Status Update	An Indigenous Education Strategy has been developed with pillars to support ILO implementation as well as College wide PD. A two year plan has been created for implementation beginning in June 2019		VP CPRIL
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.		VP CPRIL
Status Update	CPRIL is working with Negahneewin Council for the finalization of a policy related to naming of facilities with Indigenous names. The policy will be tabled at the June meeting.		VP CPRIL
Goal 5-7	COMMUNITY PROSPERITY		
5	Goal 5: Is responsive to the training and development needs of communities and employers.		
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		Dean, Access and Success
Status Update	Workforce Development has many contracts for 2018/19 that will be continuing into 2019/20 in collaboration with First Nation Communities including: - Maternal Infant Support Worker with Lakehead University and SLAAMB - Classroom Assistant with KOBE - Water Authority Project with Mishkeegogamang First Nation - Nishnawbe Skills Training with KKETS - Skills Training with Anishinabek Employment and Training Services (AETS)		Dean, Access and Success
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		VPA
Status Update	Successful examples include Maternal Infant Support Worker, Water Authority project, Supercom, and skills training with KKETS and AETS		
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.		VPA
5.3.1	Implement collaborative approach to placements, co-ops, career services; assess the approach to securing placements across all schools		Dean, Access and Success
Status Update	A review of the approach across the college will take place and recommendations made to equitably support all schools		
Status Update	Build upon the communication strategy regarding accessibility services and supports to faculty, administration, staff & students; ensure appropriate policies and procedures are in place		Dean, Access and Success
5.3.2	Implement collaborative approach to engage PACs in recruitment		Dean, Technology
Status Update	The College currently has approximately 45 active PAC's representing 65 different programs, with over 380 voting members participating. College faculty, management, and students also participate in the PACs. Many programs are now tapping into PAC industry members to help market programs, including Child and Youth Care, Aircraft Maintenance, Civil Engineering, Digital Media Production and more. Representative employers are being asked to guarantee jobs for top grads as a way to market programs		Dean, Technology
5.4	In partnership with stakeholders, investigate and advocate for new models for apprenticeship delivery across northwestern Ontario.		Dean, Technology

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Numbering	Strategic Direction	Status	Assigned To:
5.4.1	Work with Colleges Ontario on strategy; meet with unions to determine ways to work together		
Status Update	Work with local community organizations in development of TEL apprenticeship programs across northwestern Ontario		VPA - Dean, Technology
Status Update	Given changes in Ontario's apprenticeship framework: 1) OCOT wind down 2) new TDA agreements approved by MTCU with competitors and; 3) the federal government's willingness to fund capital projects with new TDA recipients - much uncertainty has been created. This uncertainty has made it difficult to work with local organizations (who are often new competitors). It may be too soon to try to be strategic specifically around collaborative use TEL for delivery. Perhaps an Ontario college wide approach to apprenticeships may be beneficial - with TEL a part of the approach.		VPA - Dean, Technology
5.4.2	Support the government's apprenticeship modernization strategy.		VPA
Status Update	Confederation College has been an active participant in providing input to the MTCU. Confederation recently hosted a tour for the Minister and her staff, which included direct consultation with our apprentices.		Dean, Technology
6	Goal 6: Enriches the quality of life, prosperity and sustainability of its diverse communities.		
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		Dean, Access and Success
Status Update	Many of the projects through Workforce Development include Personal Career Development (PCD), Academic Upgrading, and a research component. Many projects are delivered in the communities, building capacity within Indigenous communities in project relating different resources such as Mining, Water and Forestry. We integrate social innovation wherever possible in all 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		
6.2.1	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		VPA, Dean 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.		President
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		Dean, Access and Success
Status Update	Workforce Development projects include flexible learning platforms (e.g. Maternal Infant Support Worker using Saba Centra for delivery when students are not face-to-face) and are often delivered in the community.		Dean, Access and Success
7	Goal 7: Leads and supports innovation and entrepreneurship through partnership with business and industry.		
7.1	Foster a culture that enhances opportunities for, and aligns resources with, innovation and entrepreneurship across the College.		VPA, Deans
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.		Dean, Technology

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Numbering	Strategic Direction	Status	Assigned To:
Status Update	Expanded partnerships with NOIC and others around entrepreneurship and manufacturing innovation e.g. Thunder Bay School Boards, Matawa, AETS, and others. Creating a community based maker-space in the TBAY TEL Innovation Commons Room in the TEC Hub. Implementing the RBC Futures project including a course on entrepreneurship. Exploring hosting Enterprise Olympics (regional high school business planning competition) in the TEC Hub this spring.		
7.1.2	Explore the potential for Research Chair positions to support Indigenous Learning and Innovation in Manufacturing		VPA / VP CPRIL
Status Update	Indigenous Learning Chair requires a funding source		VP CPRIL
Status Update	Innovation in Manufacturing Chair proposal (pan northern) has been submitted to FedNor; waiting for a response		Dean, Technology
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		Dean, Technology
Status Update	NOIC (Northwestern Ontario Innovation Centre) is currently delivering program based entrepreneurship training in Engineering Technology. New funding with RBC Futures will help expand this relationship. The provincially funded PIE (Partnerships in Innovation Entrepreneurship) continues with Lakehead University and reached almost 1,000 of our students in 2018 through a variety of events and workshops. The MI Zone project, now located in the TEC HUB, continues outreach to our Manufacturing students. Annual average (3 year) of Applied research projects = 22 projects involving 150 students. To increase applied research and entrepreneurship activities overall, an application to FEDNOR (in collaboration with all northern Colleges) has been submitted to provide operational support to Applied Research.		Dean, Technology
7.3	Showcase the College's efforts to advance innovation and entrepreneurship initiatives that help to grow economies in the northwest and beyond.		
7.3.1	Participate in and host workshops and events to provide profile to College innovation and entrepreneurship activities		Dean, Technology
Status Update	Chamber AGM, Thunder Bay Symphony, Disrupt IT "Business Launch" Weekend, and School Board Heads of Technology Meetings have been hosted in the TEC Hub Common areas. College participation in, and sponsorship support of, several NOIC Business Pitch competitions and Innovation awards. A team of college students won the 2019 Disrupt IT "business launch" competition with significant press coverage. The provincially funded PIE (Partnerships in Innovation Entrepreneurship) continues with Lakehead University and reached almost 1,000 of our students in 2018 through a variety of events and workshops.		Dean, Technology
Goal 8-10	INSTITUTIONAL EXCELLENCE		
8	Goal 8: Manages its human, financial and physical resources responsibly and sustainably in order to exceed College and sector indicators of quality and success.		
8.1	Effectively align resources with the College's annual Business Plan to support quality outcomes of students and to achieve strategic goals.		
Status Update	Balanced budget of \$100.7M with a capital budget of \$16.7M projected for 2018-19 fiscal year. Over \$600,000 in one-time funds were allocated to support the annual initiatives within the Strategic Plan and aligns available financial resources with the SMA, Board Ends policies and Business Plan.		VPFA
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.		VPFA

2018-2019 ANNUAL REPORT

Numbering	Strategic Direction	Status	Assigned To:
Status Update	President / Senior Team implemented the Business Plan priorities: Long-Term sustainability plan drafted; expanded revenue from MTCU re: \$8M one-time sustainability funding, \$2.41 SNR grant and increased International Tuition; completed campus space/lease updates; completed update of rental agreements; significant progress on capital project completion.		
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		President
Status Update	Projecting impact of SMA3 to position the college for success		President
Status Update	Implemented software to manage the organization's strategic planning and implementation		President
8.2.2	With the Northern Policy Institute, develop metrics that reflect the focus of Wiicitaakewin and the SMA on social innovation.		President
Status Update	NPI Research Project complete March 31, 2019		President
8.2.3	Implement metrics that reflect the College committed to practices reflecting the TRC Calls to Action		VP CPRIL
Status Update	We have adjusted our KPI's with TRC specific questions in alignment with the NC vision and will be monitoring annually. We are establishing Indigenous Language Program		
8.2.4	Implement the recommendations from the CQAAP audit process by 2019		VPA
Status Update	Following the CQAAP audit, Confederation was deemed to have met 5 of the 6 standards and partially met the 6th. There were also 11 affirmations and 7 recommendations made by the auditors. At the time of the 18-month follow-up report 10 affirmations had been dealt with as well as 5 of the recommendations. As part of the incomplete recommendations the following require attention: a) review and update existing policies to assure currency, b) inclusion of ILOs across all college programs c) clarification of APR, CPR and limited program review, d) formalize and systematize personal and advising supports so they are not dependent on particular individuals.		Registrar
8.3	Invest in strategic infrastructure and partnerships that contribute to a positive learning and work environment and that convey the uniqueness of Confederation College.		
Status Update	TEC Hub (Innovation, Science & Economic Development Canada; MTCU; NOFHC; CEDC); Sioux Lookout Campus (NOFHC, MTCU); Greenhouse Gas Projects (MTCU); TEC Hub Capital Campaign (NOFHC, FedNor, Private donors); McIntyre Bridge rehab (MTCU); REACH Kiosk (Sodexo), etc.		
8.4	Implement the third year of the 5 year capital plan including the IT strategic plan		VPFA
Status Update	Significant completion of capital plan & IT SP initiatives; 100% of 18/19 goals have been completed. The 5-year plan is entering year 3 in fiscal 2019-20. Identified elements are 68.9% funded, putting work ahead of schedule.		
Status Update	Aligning our facility resources with learner and program needs. Formal ways of measuring this are required for the Space committee, Strategic Leadership Team and Senior Team		VPFA
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		VPFA
Status Update	TEC Hub: Substantial completion July 31, 2018; classes commenced in September 2018		VPFA
Status Update	Sioux Lookout: Substantial completion January 2019; March 4, 2019 anticipated start date of classes at the new campus wing of the Sioux North High School. NOTE: Project is managed by KPDSB.		VPFA
Status Update	McIntyre Bridge: Phase 1: Complete December 21, 2018; Phase 2: May 21 - June 14, 2019 timeline for completion.		VPFA
Status Update	C-Wing: Renovations completed in Smudging Room.		VPFA
Status Update	REACH Kiosk: Substantially complete		Director Finance

2018-2019 ANNUAL REPORT

Numbering	Strategic Direction	Status	Assigned To:
8.6	Refresh and renew the College's infrastructure and equipment.		VPFA
8.6.1	2018-19 Facilities Renewal Program Funding (FRP) College Equipment Renewal Fund (CERF) initiatives to be completed by March 31, 2019.		VPFA
Status Update	Security Office Relocation: Renovations have commenced - WIP		SrMgr PSRM
Status Update	App Armour: Roll-out of the mass notification "app" to all campuses.		SrMgr PSRM
Status Update	Surveillance Camera upgrade: Video surveillance camera equipment upgrade will provide security with enhanced quality imaging to support campus safety and security.		SrMgr PSRM
8.6	Continue with the fundraising campaign to support new innovation equipment with a focus on the needs of the TEC Hub.		VPFA
Status Update	Overall goal is to raise \$5M: Conditional contributions confirmed from NOHFC (\$2M), FedNor (\$1M); capital campaign (\$2M in private contributions): January 2019 achieved a significant milestone of more than \$1M (50%) of the \$2M private sector fund raising goal.		VPFA
Status Update	Capital Campaign Coordination: TEC Campaign Steering Committee, Operations Committee and Volunteer Leadership Teams in place; Ketchum Canada Inc. (KCI) retained to provide strategic services and support. Advancement Office providing overall implementation, coordination and support. Several major gifts have been secured. Plans to enter public phase of the campaign early summer 2019.		Manager Advancement
8.7	Renew campus infrastructure and implement projects to reduce energy use		VPFA
Status Update	Innovation Grant Projects (\$5,817,104):complete Non-Participant Fund Projects (\$646,400): complete		VPFA
Status Update	Green House Gas (GHG) Project: All work is on schedule and on budget to be completed by March 31, 2019.		Dir Facilities
9	Goal 9: Is an employer of choice.		
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		Organizational Effectiveness
Status Update	This role has been incorporated into the new Organizational Effectiveness Department and a plan for College wide PD is in progress - PD will incorporate Indigenous Specific Training, Cultural Competency, Leadership and Management training		
9.1.2	Provide employees with professional development opportunities based upon identified needs		Organizational Effectiveness
Status Update	The Manager, Employee Engagement and Development reviews performance reviews including PD plans and identifies opportunities for College wide events or to work individually with the employee to discuss available supports		
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		Organizational Effectiveness
Status Update	Regular managers meetings provide updates on key events to managers so that information can be cascaded down to employees. We are reviewing options to provide information to employees on a daily basis to enhance the staff news component of the website.		Organizational Effectiveness
9.2.3	Invest in and implement College-wide career planning and professional development		Organizational Effectiveness
Status Update	We continue to explore tools to simplify career planning and integrate with our HRIS		

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Numbering	Strategic Direction	Status	Assigned To:
9.2.4	Continue with the implementation of the College-wide wellness strategy		Organizational Effectiveness
Status Update	The Wellness Committee meets regularly to develop strategies to ensure employee health and wellness. The subsidy for Wellness Centre membership has been extended to part time employees and employee membership is 263% higher than it was prior to the introduction of the subsidy. In addition, 57% of existing members previously held memberships and extended into the 2018/2019 year.		Organizational Effectiveness
9.3	Continue to implement learner centered timetabling and scheduling		VPA
Status Update	The Registrar's department and the Deans group continue to develop and implement a scheduling process that meets the needs of students as well as achieving operational efficiencies		Registrar / Dean Group
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		Organizational Effectiveness
Status Update	We have developed a recruitment campaign to highlight the benefits of part time teaching to increase our candidate pools for non full time positions.		Organizational Effectiveness
9.4.3	Continue efforts to specifically attract candidates of Indigenous ancestry		Organizational Effectiveness
Status Update	In collaboration with Negahneewin Council we have identified appropriate media to attract Indigenous applicants to our College. Negahneewin Council is invited to participate on recruitment panels and a statement is included on all postings encouraging Indigenous candidates to apply.		
10	Goal 10: Is recognized as a leader in Indigenous learning in Canada.		
10.1	Expand Indigenous programming to meet the needs of northwestern Ontario and beyond.		
10.1.1	Implement the Indigenous Governance and Public Administration Post Diploma Certificate for delivery across Ontario		VPA
10.1.2	Explore expanded delivery of the Aboriginal Canadian Relations Certificate through TEL to additional Ontario markets		VPA
Status Update	The ACR certificate is completely available online through Contact North. Minor curriculum updates are underway to identify courses listed in promotional and marketing materials that are no longer offered by the College. This will not result in challenges offering the certificate online in its current format. A name change is being considered as part of the community engagement focus groups occurring in the Aboriginal Canadian Advocacy program (i.e. Indigenous Canadian Relations).		
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		VP CPRIL
10.2.2	Continue to deliver programming through the Wiicitaakewin Speaker Series		VP CPRIL
10.2.3	Continue to offer professional development opportunities with respect to implementation of the Indigenous Learning Outcomes.		VP CPRIL / Organizational Effectiveness
Status Update	Action plan developed in consultation with CPRIL - opportunities to be offered beginning in May 2019; see 4.2.1		
10.3	Determine Indigenous education strategies through research and policy development in collaboration with partners across Canadian and International environments.		

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Numbering	Strategic Direction	Status	Assigned To:
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		VP CPRIL
Status Update	College presented at Annual TRC Gathering at Mohawk College in February 2019. Proposal that Confederation College host the next provincial gathering in February 2020		VP CPRIL
10.3.2	Lead and participate in research and policy development that supports the TRC recommendations		VP CPRIL
Status Update	CPRIL and schools across the College collaborate in research to meet TRC Calls to Action; language revitalization is focus in 2019		VP CPRIL
10.3.3	Create teaching standards for Indigenous education to build capacity and strength across academic and student support services		VP CPRIL / VPA
Status Update	HEQCO project developed by CPRIL is the main strategy to research College implementation of ILO in classroom delivery. Faculty are participants in this research. CPRIL received support from schools and VPA to complete this research to summer of 2019.		VP CPRIL
10.4	Create national and international partnerships that support Indigenous Learning		VP CPRIL
Status Update	Partnerships were developed in Mexico and Australia. See section 2		Dean, HNCS

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Advisory College Council Report to the Board



MEMORANDUM

Date: May 8, 2019

To: Board of Governors

From: Advisory College Council

Subject: Advisory College Council Report to the Board

As required by the Ministry of Training, College, and Universities (MTCU) Binding Policy Directives, Business Plan operating procedure, *“the board of governors is to ensure that an advisory college council is established, the purpose of which is to provide a means for students and staff of the college to provide advice to the president on matters of importance to students and staff. The board of governors is to ensure that the structure, composition, terms of reference and procedures for the council are established in by-law. A report from this advisory council shall be included in each college’s annual report.”*

The college’s advisory council is providing this annual report as required by the ministry’s binding policy directives.

For the 2018-2019 academic year, the committee has met on a monthly basis. The committee maintained a regular meeting cycle outlining meeting topics and discussions. These included reports from each stakeholder group of the committee as well as presentations from other college departments. Attendance from all stakeholder groups has been very good with the exception of OASA, who has not had an active President since the fall.

The Ombuds report provided an overview of usage trends by students, faculty and staff along with recommendations for the college community’s consideration. The College responded to the recommendations, which was presented at the March 29, 2019 meeting.

Standing items on the Committee’s agendas included Health & Safety, Northern Colleges Collaboration Program (NCCP), and information sharing from each stakeholder group,

Other topic discussions throughout the year included transition for re-organization, long-term financial sustainability, program mix, enrollment and systemic racism.

The last meeting on June 6 will include standing items as well as the Business Plan.

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International Activities Report

This past year, Confederation College welcomed a record number of international students on campus, now representing almost 30% of the student body. The majority of students came from India, although a total of 24 nationalities were represented. The largest groups of students (after India), came from China, Vietnam and Korea.

International students are enrolled in a broad cross section of programs at the college. They are registered in over 40 post-secondary programs, and several programs are heavily dependent on international student enrolment.

May 2019 was the first time that Confederation had a May intake for international students, with three post-graduate programs open for enrolment. These proved quite popular, and 80 new students registered. The addition of this intake is indicative of Confederation's gradual move to a year-round program delivery model. Due to the success of this pilot, the number of programs with May intake options will grow in the future.

In September 2018, three international students enrolled in the paramedic program in Fort Frances. This was the first time that regional enrollment included international students. Campus staff were exceptional in the support and assistance they provided these students. By the end of the year, two students returned to Thunder Bay to continue their studies and one remained at the Fort Frances campus. We will continue to slowly develop international enrolment at this campus.

2018/19 saw the development of another post-graduate program, which responded to both regional skill gaps and international student demand. Confederation now offers a two-year, post-graduate program in digital marketing and analytics, with intakes in January, May and September. This postgraduate program builds on the current portfolio of graduate certificate programs and complements the College's existing expertise in business, and media development.

During this past year, Confederation College was an active participant in community efforts to increase opportunities for international students to remain in northwestern Ontario after graduation. Work will continue in this area.

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Advancement Report

Throughout the 2018-19 fiscal period, the Advancement Department at Confederation College raised over \$1.3 million through community fundraising in support of excellence in education.

With the support of both individual and corporate donors in our community, we are able to fund student awards and bursaries as well as contribute to program development and the purchase of state-of-the-art equipment.

In addition to our annual fundraising activities, this year had a strong focus on major gifts in support of our TEC Campaign. This capital campaign will raise funds for equipment in the new TEC Hub essential to the research, incubation, and education of skills that will support the region's advanced manufacturing, technology and resource sectors. The capital campaign has a goal of raising \$2 million dollars from the private sector over a 5-year contribution period; and is off to a good start with over \$1 million in contributions pledged. This community support will leverage government funding for a total goal of \$5 million towards equipment.

Directly supporting our students through awards and bursaries continues to be a top priority for the department. Support for awards by individual and corporate donors alike resulted in over \$110,000 in Entrance Awards and \$330,000 in In-program and Graduate Awards during the 2018-19 school year. Our Community Partners Evening continued to be a popular event raising almost \$40,000 for Entrance Awards.

Confederation College staff and faculty play a vital role in supporting our community by giving back. Through payroll deductions, our employees contributed almost \$50,000 to both our College and the community through our Internal Giving Campaign held each fall in partnership with SUCCI and the United Way.

The Advancement Department of Confederation College is proud to work alongside our donors and community partners to raise funds that support the students, programs and the goals of the College as we *"change lives through learning"*.



Financial Statements

The Confederation College of Applied
Arts and Technology

March 31, 2019



Independent Auditor's Report

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To the Board of Governors of
The Confederation College of Applied Arts and Technology

Opinion

We have audited the financial statements of The Confederation College of Applied Arts & Technology ("the College"), which comprise the statement of financial position as at March 31, 2019, and the statements of operations, change in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of The Confederation College of Applied Arts & Technology as at March 31, 2019, and its results of operations, its changes in its net assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the College in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the College's ability to continue as a going concern, disclosing, as applicable, matters related to a going concern and using the going concern basis of accounting unless management either intends to liquidate the College or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the College's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the College's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the College's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the College to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Grant Thornton LLP


Thunder Bay, Canada
June 10, 2019


Chartered Professional Accountants
Licensed Chartered Accountants

2018-2019 ANNUAL REPORT

Appendix A: Audited Financial Statements

As at	March 31, 2019	March 31, 2018
The Confederation College of Applied Arts and Technology		
Statement of Financial Position		
Assets		
Current		
Cash	\$ 36,154,220	\$ 24,804,616
Accounts receivable (Note 3)	7,271,211	5,110,095
Inventory	883,536	785,270
Current portion of notes and long-term receivable (Note 4)	454,409	261,623
Grants receivable	959,422	893,188
Prepaid expenses	509,746	361,584
	<u>46,232,544</u>	<u>32,216,376</u>
Investment portfolio - endowments restricted (Note 5)	9,419,568	9,067,465
Notes and long-term receivable (Note 4)	6,686,218	7,587,975
Construction in progress (Note 6)	2,242,704	15,534,939
Capital assets (Note 7)	77,415,749	52,128,699
	<u>\$ 141,996,783</u>	<u>\$ 116,535,454</u>
Liabilities		
Current		
Accounts payable and accrued liabilities (Note 8)	\$ 14,052,396	\$ 10,832,715
Deferred revenue (Note 9)	5,662,539	10,362,511
Vacation pay	3,365,285	3,107,196
Current portion of long-term debt (Note 10)	629,762	979,635
	<u>23,709,982</u>	<u>25,282,057</u>
Post-employment benefits and compensated absences (Note 11)	2,339,000	2,344,000
Deferred capital contributions (Note 12)	70,442,906	46,375,916
Deferred capital contributions - construction in progress (Note 12)	577,653	15,201,523
Long-term debt (Note 10)	10,122,900	10,532,113
	<u>107,192,441</u>	<u>99,735,609</u>
Net Assets		
Unrestricted		
Operating	\$ 5,842,551	\$ 5,487,199
Post-employment benefits and compensated absences	(2,339,000)	(2,344,000)
Vacation Pay	(3,365,285)	(3,107,196)
	<u>138,266</u>	<u>36,003</u>
Invested in capital assets (Note 13)	5,305,128	2,655,310
Internally and externally restricted (Note 14)	20,124,840	5,227,748
Endowments restricted (Note 15)	9,236,108	8,880,785
	<u>34,666,076</u>	<u>16,763,843</u>
	<u>34,804,342</u>	<u>16,799,846</u>
	<u>\$ 141,996,783</u>	<u>\$ 116,535,454</u>

On behalf of the Board:


 President


 Chair, Board of Governors

The accompanying notes are an integral part of these financial statements.

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The Confederation College of Applied Arts and Technology Statement of Operations		
For the year ended March 31	2019	2018
Revenue		
Post Secondary Grants	\$ 40,166,684	\$ 31,682,100
Other Provincial Grants	11,240,244	11,749,734
Tuition Fees - Domestic	10,158,946	7,756,984
Other Student Fees	3,776,380	3,611,762
Tuition Fees - International	18,361,151	8,329,430
Contracts and Programs	9,340,122	5,197,815
Ancillary Operations	3,242,470	3,000,536
Amortization of deferred capital contributions (Note 12)	4,999,320	2,990,197
Other Revenue	3,396,694	1,331,840
	104,682,011	75,650,398
Expenses		
Full-time Salaries and Benefits	\$ 39,997,604	\$ 37,202,292
Part-Time Salaries and Benefits	13,597,374	9,048,633
Restructuring Costs	771,918	14,859
Plant and Property Maintenance	3,419,561	3,189,624
Contract Services	11,041,480	7,851,125
Furniture & Equipment	432,614	835,580
Miscellaneous	1,110,928	1,285,811
Office and Instructional Supplies	6,279,215	5,791,157
Professional Dues & Audit Fees	809,677	715,509
Scholarships and Tuition Set-Aside	996,882	1,027,420
Telecommunications & Software	1,358,869	1,479,999
Travel and Professional Development	943,435	2,030,210
Depreciation	6,139,707	3,755,343
	86,899,264	74,227,562
Excess of revenue over expenses	\$ 17,782,747	\$ 1,422,836

The accompanying notes are an integral part of these financial statements.

2018-2019 ANNUAL REPORT

Appendix A: Audited Financial Statements

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**The Confederation College of
Applied Arts and Technology
Statement of Changes in Net Assets**

For the year ended March 31						2019	2018
	Unrestricted	Capital	Internally and Externally Restricted	Endowments Restricted	Total	Total	
Balance, beginning of year	\$ 36,003	\$ 2,655,310	\$ 5,227,748	\$ 8,880,785	\$ 16,799,846	\$ 14,968,315	
Change in endowments during the year (Note 15)	-	-	-	355,323	355,323	131,240	
Change in internally and externally restricted net assets (Note 14)	-	-	(182,908)	-	(182,908)	277,455	
Excess of revenue over expenses	17,782,747	-	-	-	17,782,747	1,422,836	
Transfer from unrestricted to internally restricted	(15,080,000)	-	15,080,000	-	-	-	
Investment in capital assets (Note 13)	(2,600,484)	2,649,818	-	-	49,334	-	
Balance, end of year	\$ 138,266	\$ 5,305,128	\$ 20,124,840	\$ 9,236,108	\$ 34,804,342	\$ 16,799,846	

The accompanying notes are an integral part of these financial statements.

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**The Confederation College of Applied Arts
and Technology
Statement of Cash Flows**

For the year ended March 31	2019	2018
Net inflow (outflow) of cash related to the following		
Operating		
Excess of revenue over expenses	\$ 17,782,747	\$ 1,422,836
Items not involving cash:		
Amortization of deferred capital contributions	(4,999,320)	(2,990,197)
Depreciation of capital assets	6,139,707	3,755,343
Change in post-employment benefits	32,000	(74,000)
Change in accrued sick leave liability	(37,000)	(79,000)
	<u>18,918,134</u>	<u>2,034,982</u>
Change in non-cash working capital balances (Note 18)	(3,646,645)	10,903,235
	<u>15,271,489</u>	<u>12,938,217</u>
Financing		
Long-term debt advances	-	5,030,939
Repayment of long-term debt	(759,086)	(368,483)
	<u>(759,086)</u>	<u>4,662,456</u>
Capital		
Deferred capital contributions	14,442,440	14,611,826
Construction in progress	13,292,235	(14,816,076)
Purchase of capital assets	(31,426,757)	(6,590,548)
	<u>(3,692,082)</u>	<u>(6,794,800)</u>
Investing		
(Increase) decrease in notes and long-term loans receivable	708,971	(27,081)
(Increase) in investment portfolio - Endowment Rest.	(352,103)	(147,336)
Increase (decrease) in restricted assets	(182,908)	277,455
Increase in endowments, net awards	355,323	131,240
	<u>529,283</u>	<u>234,278</u>
Net cash inflow for the year	11,349,604	11,040,153
Cash, Beginning of year	24,804,616	13,764,463
Cash, End of year	<u>36,154,220</u>	<u>24,804,616</u>

The accompanying notes are an integral part of these financial statements.

**The Confederation College of Applied Arts
and Technology
Notes to Financial Statements**

March 31, 2019

1. Significant Accounting Policies

Description of Organization	<p>The Confederation College of Applied Arts and Technology, established in 1967, is an Ontario college of applied arts and technology duly established pursuant to Ontario regulation 34/03 made under the Ontario Colleges of Applied Arts and Technology Act, 2002. The College is an agency of the Crown and offers a full range of programs and educational services including full-time post-secondary programs, part-time credit and non-credit courses, specialty programs for business and industry, pre-employment and skills training programs, apprenticeship and cooperative/workplace training programs.</p> <p>The College is a not-for-profit organization and, as such, is exempt from income taxes under Section 149 of the Income Tax Act (Canada).</p>
Basis of Presentation	<p>The financial statements of the College have been prepared in accordance with Canadian public sector accounting standards for government not-for-profit organizations, including the 4200 series of standards, as issued by the Public Sector Accounting Board ("PSAB for Government NPOs").</p>
Revenue Recognition	<p>The College follows the deferral method of accounting for contributions, which include donations and government grants.</p> <p>Tuition fees and contract training revenues are recognized as income to the extent that the related courses and services are provided within the fiscal year of the College.</p> <p>Operating grants from the Ministry of Training, Colleges and Universities and other government agencies are recorded as revenue in the year to which they relate. Grants approved but not received at the end of the fiscal year are accrued. Where a portion of a grant relates to a future year it is deferred and recognized in the subsequent year.</p> <p>Ancillary revenues including parking, bookstore, residence and other sundry revenue are recognized when products are delivered or services are provided to the student or client, the sales price is fixed and determinable, and collection is reasonably assured.</p> <p>Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.</p> <p>Externally restricted contributions and restricted investment income are recognized as revenue in the year in which the related expenses are incurred.</p> <p>Capital grants and restricted contributions for the purchase of capital assets are deferred and amortized into revenue at a rate corresponding with the amortization rate for the related capital assets.</p> <p>Endowment contributions and investment earnings are recognized as direct increases in endowed net assets.</p>

The Confederation College of Applied Arts
and Technology
Notes to Financial Statements

March 31, 2019

1. Significant Accounting Policies (cont'd)

Cash and Cash Equivalents	Cash is defined as cash and short-term investments with maturity dates of less than 90 days.
Inventory	Inventory is valued at the lower of cost and net realizable value. Cost is determined on the first-in, first-out basis.
Capital Assets	Purchased capital assets are recorded at cost less accumulated amortization. Contributed capital assets are recorded at fair value at the date of contribution. Repairs and maintenance costs are charged to expense. Betterments that extend the estimated life of an asset are capitalized. When a capital asset no longer contributes to the College's ability to provide services or the value of future economic benefits associated with the capital asset is less than book value, the carrying value of the capital asset is reduced to reflect the decline in the asset's value.

Capital assets are capitalized on acquisition and amortized on a straight-line basis over their useful lives, which have been estimated to be as follows:

Buildings	-	40 years
Major equipment	-	10 years
Leasehold improvements	-	10 years
Site improvements	-	5 years
Furniture and equipment	-	5 years
Library books	-	5 years

Construction in progress relates to capital projects that are incomplete and not in service as at March 31, 2019. Amortization will commence upon substantial completion at the applicable rates noted above.

Retirement and Post-Employment Benefits and Compensated Benefits - The College provides defined retirement and post employment benefits and compensated absences to certain employee groups. These benefits include pension, health and dental, vesting sick leave and non-vesting sick leave. The College has adopted the following policies with respect to accounting for these employee benefits:

- (i) The cost of post-employment future benefits are actuarially determined using management's best estimate of health care costs, disability recovery rates and discount rates. Adjustments to these costs arising from changes in estimates and experience gains and losses are amortized to income over the estimated average remaining service life of the employee groups on a straight-line basis.

The Confederation College of Applied Arts
and Technology
Notes to Financial Statements

March 31, 2019

1. Significant Accounting Policies (cont'd)

- | | |
|----------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Retirement and Post-Employment Benefits and Compensated Benefits (Cont'd) | <ul style="list-style-type: none"> (ii) The costs of the multi-employer defined benefit pension are the employer's contributions due to the plan in the period. (iii) The cost of vesting and non-vesting sick leave benefits are actuarially determined using management's best estimate of salary escalation, employees' use of entitlement and discount rates. Adjustments to these costs arising from changes in actuarial assumption and/or experience are recognized over the estimated average remaining service life of the employees. (iv) The discount rate used in the determination of the above-mentioned liabilities is equal to the College's internal rate of borrowing. |
|----------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Financial Instruments The College classifies its financial instruments at either fair value or amortized cost. The College's accounting policy for each category is as follows:

Fair Value

This category includes cash and equity instruments quoted in an active market. The College has designated its bond portfolio that would otherwise be classified into the amortized cost category at fair value as the College manages and reports performance of it on a fair value basis.

Equity instruments and bonds are initially recognized at cost and subsequently carried at fair value. Unrealized changes in fair value for unrestricted investments are recognized in the statement of remeasurement gains and losses until they are realized, when they are transferred to the statement of operations. Changes in fair value on restricted investments are recognized as increases/decreases in the endowments restricted fund.

Transaction costs related to financial instruments in the fair value category are expensed as incurred.

Where a decline in fair value is determined to be other than temporary, the amount of the loss is removed from accumulated remeasurement gains and losses and recognized in the statement of operations. On sale, the amount held in accumulated remeasurement gains and losses associated with that instrument is removed from net assets and recognized in the statement of operations.

The Confederation College of Applied Arts
and Technology
Notes to Financial Statements

March 31, 2019

1. Significant Accounting Policies (cont'd)

Amortized Costs

This category includes accounts receivable, notes and long-term receivable, grants receivable, accounts payable and accrued liabilities, long-term debt and vacation pay. They are initially recognized at cost and subsequently carried at amortized cost using the effective interest rate method, less any impairment losses on financial assets.

Transaction costs related to financial instruments in the amortized cost category are added to the carrying value of the instrument.

Writedowns on financial assets in the amortized cost category are recognized when the amount of a loss is known with sufficient precision and there is no realistic prospect of recovery. Financial assets are then written down to net recoverable value with the writedown being recognized in the statement of operations.

**Liability for
Contaminated Sites**

A contaminated site is a site at which substances occur in concentrations that exceed the maximum acceptable amounts under an environmental standard. Sites that are currently in productive use are only considered a contaminated site if an unexpected event results in contamination. A liability for remediation of contaminated sites is recognized when the College is directly responsible or accepts responsibility; it is expected that future economic benefits will be given up; and a reasonable estimate of the amount can be made. The liability includes all costs directly attributable to remediation activities including post remediation operations, maintenance and monitoring. The liability is recorded net of any expected recoveries.

**Management
Estimates**

The preparation of financial statements in conformity with PSAB for Government NPOs requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenses during the period. Actual results could differ from these estimates. Areas of key estimation include determination of fair value for long-term investments, allowance for doubtful accounts, amortization of capital assets and actuarial estimation of post-employment benefits and compensated absences liabilities.

**The Confederation College of Applied Arts
and Technology
Notes to Financial Statements**

March 31, 2019

2. Financial Instrument Classification

The following table provides cost and fair value information of financial instruments by category. The maximum exposure to credit risk would be the carrying value as shown below.

	2019		
	Fair Value	Amortized Cost	Total
Cash	\$ 36,154,220	\$ -	\$ 36,154,220
Accounts receivable	-	7,271,211	7,271,211
Investment portfolio	9,419,568	-	9,419,568
Notes and long-term receivable	-	7,140,627	7,140,627
Accounts payable and accrued liabilities	-	14,052,396	14,052,396
Long-term debt	-	10,752,662	10,752,662
	\$ 45,573,788	\$ 39,216,896	\$ 84,790,684

	2018		
	Fair Value	Amortized Cost	Total
Cash	\$ 24,804,616	\$ -	\$ 24,804,616
Accounts receivable	-	5,110,095	5,110,095
Investment portfolio	9,067,465	-	9,067,465
Notes and long-term receivable	-	7,849,599	7,849,599
Accounts payable and accrued liabilities	-	10,832,715	10,832,715
Long-term debt	-	11,511,748	11,511,748
	\$ 33,872,081	\$ 35,304,157	\$ 69,176,238

The College's bank accounts are held at one chartered bank and as a result are exposed to the credit risk arising from this concentration to the extent that the account balances exceed the federally insured limits. The bank accounts earn interest at prime less 1.75% (2.2% at March 31, 2019).

The College's credit facilities include an approved operating line of credit with the Royal Bank of \$1,500,000 with interest at bank prime less 0.6% (3.35% at March 31, 2019). At year end the outstanding balance under this credit facility agreement was \$nil (2018 - \$nil).

In addition, the College, has an approved revolving credit facility with the Royal Bank in the amount of \$1,650,000. Of this amount, \$138,884 (2018 - \$355,022) was outstanding with respect to the Royal Bank loans described in Note 10.

The College also has total approved financing with the Ontario Financing Authority in the amount of \$13,335,844. Of this amount, \$10,613,778 (2018 - \$11,156,727) was outstanding as described in Note 10. Of the approved amount, \$7.1 million is repayable by SUCCI (Student Union of Confederation College Inc.).

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The Confederation College of Applied Arts
and Technology
Notes to Financial Statements

March 31, 2019

2. Financial Instrument Classification (cont'd)

Included in the investment portfolio are Canadian Bonds with a maturity profile as indicated below.

	2019				
	Within 1 year	2 to 5 years	6 to 10 years	Over 10 years	Total
Carrying Value: Bonds	626,271	2,090,645	102,446	195,704	3,015,066
Total	\$ 626,271	\$ 2,090,645	\$ 102,446	\$ 195,704	\$ 3,015,066
Percent of total	21%	69%	3%	6%	

	2018				
	Within 1 year	2 to 5 years	6 to 10 years	Over 10 years	Total
Carrying Value: Bonds	224,050	2,254,098	317,116	194,948	2,990,212
Total	\$ 224,050	\$ 2,254,098	\$ 317,116	\$ 194,948	\$ 2,990,212
Percent of total	7%	75%	11%	7%	

The following table provides an analysis of financial instruments that are measured at fair value subsequent to initial recognition, grouped into Levels 1 to 3 based on the degree to which the fair value is observable:

- Level 1 fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities using the last bid price;
- Level 2 fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices); and
- Level 3 fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs).

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The Confederation College of Applied Arts and Technology				
Notes to Financial Statements				
March 31, 2019				
2. Financial Instrument Classification (cont'd)				
2019				
	Level 1	Level 2	Level 3	Total
Cash	\$ 36,154,220	\$ -	\$ -	\$ 36,154,220
Investment portfolio	6,404,502	3,015,066	-	9,419,568
	<u>\$ 42,558,722</u>	<u>\$ 3,015,066</u>	<u>\$ -</u>	<u>\$ 45,573,788</u>
2018				
	Level 1	Level 2	Level 3	Total
Cash	\$ 24,804,614	\$ -	\$ -	\$ 24,804,614
Investment portfolio	6,077,253	2,990,212	-	9,067,465
	<u>\$ 30,881,867</u>	<u>\$ 2,990,212</u>	<u>\$ -</u>	<u>\$ 33,872,079</u>
<p>There were no transfers between Level 1 and Level 2 for the years ended March 31, 2019 and 2018. There were also no transfers in or out of Level 3.</p>				
3. Accounts Receivable				
<p>Accounts receivable are comprised of balances receivable from students, Sponsoring agencies and Corporate clients for contract training. Credit risk is mitigated to some extent by requiring that payment be received before a student is allowed to register, unless they have certain pre-qualified conditions, such as funding through the Ontario Student Assistance Program, sponsorship funding, or split-fee tuition fee option.</p>				
	2019		2018	
Students and sponsors	\$	795,573	\$	882,240
General		<u>6,475,638</u>		<u>4,227,855</u>
	<u>\$</u>	<u>7,271,211</u>	<u>\$</u>	<u>5,110,095</u>

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**The Confederation College of Applied Arts
and Technology
Notes to Financial Statements**

March 31, 2019

4. Notes and Long-term Receivable

In April 2016, the Student Union of Confederation College Inc (SUCCI) entered into a funding and contribution agreement with the College to finance a contribution towards the new Wellness Centre. Amounts are to be paid to the College until the SUCCI contribution of \$8.5 million, together with the deemed Ontario Financing Authority (OFA); Interest rate thereon per annum, is paid in full. The OFA debt is repayable over the next 25 years, and bears a fixed interest rate of 2.969% (Note 10). The current portion of the long-term receivable represents the principal loan payments due within one year.

	2019	2018
General	\$ 34,341	\$ 82,715
SUCCI Student Levy Receivable	7,106,286	7,766,884
Total	7,140,627	7,849,599
Current Portion	454,409	261,623
	\$ 6,686,218	\$ 7,587,976

5. Investment Portfolio - Endowments Restricted

The College's investment portfolio is comprised of a number of different securities carrying a variety of terms and conditions. Investments consist of the following:

	2019		2018	
	Market	Cost	Market	Cost
Endowed				
Canadian equities	\$ 2,376,257	\$ 1,752,314	\$ 2,180,217	\$ 1,661,306
Canadian fixed income	4,507,411	4,793,446	4,508,939	4,652,924
Foreign equities	1,957,369	1,356,632	1,665,145	1,139,174
Foreign fixed income	467,984	503,764	477,504	495,280
Cash and equivalents account	110,547	110,547	235,660	235,660
	\$ 9,419,568	\$ 8,516,703	\$ 9,067,465	\$ 8,184,344

The cash and equivalents account does not earn interest. Canadian and foreign bonds are comprised of a number of different bonds, with maturity dates ranging from 2019 to 2077, and yield an average of 4.73% (2018 - 2.64%) over the term of the investments.

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The Confederation College of Applied Arts
and Technology

Notes to Financial Statements

March 31, 2019

6. Construction in Progress

	2019	2018
TEC Hub	\$ -	\$ 14,433,828
Sioux Lookout Campus	2,242,704	895,584
Greenhouse Gas Reduction Program	-	205,527
	<u>\$ 2,242,704</u>	<u>\$ 15,534,939</u>

7. Capital Assets

	2019		2018	
	Cost	Accumulated Amortization	Cost	Accumulated Amortization
Land	\$ 295,057	\$ -	\$ 295,057	\$ -
Site improvements	2,014,986	2,014,986	2,014,986	2,014,986
Buildings	108,780,157	45,420,351	89,804,471	43,090,180
Bridge	2,044,936	81,797		
Leasehold improvements	333,188	333,188	333,188	333,188
Furniture and equipment	88,477,865	76,881,590	81,902,586	76,798,123
Library books	20,000	20,000	20,000	20,000
Major equipment	4,169,012	3,967,540	5,147,107	5,132,219
	<u>\$ 206,135,201</u>	<u>\$ 128,719,452</u>	<u>\$ 179,517,395</u>	<u>\$ 127,388,696</u>
Capital Assets Net book value		<u>\$ 77,415,749</u>		<u>\$ 52,128,699</u>

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The Confederation College of Applied Arts
and Technology
Notes to Financial Statements

March 31, 2019

8. Accounts Payable and Accrued Liabilities

	2019	2018
Trade	\$ 11,601,417	\$ 9,138,733
Accrued liabilities	389,311	418,094
Accrued salaries and employees' deductions	2,061,668	1,275,888
	<u>\$ 14,052,396</u>	<u>\$ 10,832,715</u>

9. Deferred Revenue

	2019	2018
Ontario Ministry of Training, Colleges and Universities		
Aboriginal Educational and Training Strategy	\$ 39,390	\$ 39,390
Apprentice training	67,655	67,655
Campus safety	54,127	15,266
Capital Campaign TEC Hub	63,937	1,487,569
Collaborative nursing	528,919	403,431
Employment programs	205,558	98,045
Other MTCU	2,011,255	601,294
Ontario MTCU bursaries	101,116	249,078
Second career	496,920	538,870
Special needs and tutoring	6,385	-
CODE SCWI	582,343	971,101
College service fee	190,095	137,007
Contract training	1,500	1,208,035
IT residence infrastructure	67,819	14,469
Miscellaneous contracts and projects	953,304	911,304
Post-secondary Tuition	24,178	3,449,094
Student IT fee	75,805	42,561
Student tech fee	192,233	128,343
	<u>\$ 5,662,539</u>	<u>\$ 10,362,511</u>

**The Confederation College of Applied Arts
and Technology**
Notes to Financial Statements

March 31, 2019

10. Long-term Debt

	2019	2018
Royal Bank Loan for Ryan Hall renovations, repayable at \$5,786 plus interest at prime -1% monthly (2.95% at year-end), due 2019	\$ 138,884	\$ 208,326
Ontario Financing Authority loan for Residence retrofit repayable at \$131,559 semi-annually including interest at 2.405%, due 2020	258,446	510,788
Royal Bank loan for site improvements repaid in year	-	84,889
Royal Bank loan for website development repaid in year	-	61,806
Ontario Financing Authority loan for Wellness Centre repayable at \$303,132 semi-annually including interest at 2.969% due 2042	10,355,332	10,645,939
Total	10,752,662	11,511,748
Current portion	629,762	979,635
	\$ 10,122,900	\$ 10,532,113

The scheduled principal amounts repayable within the next four years and thereafter are as follows:

Date	Amount
2020	\$ 629,762
2021	380,344
2022	319,360
2023	328,912
2024	338,750
Thereafter	8,755,534
	\$ 10,752,662

Of the approved amount of the OFA loan for the Wellness Centre, \$7.1 million is repayable by SUCCI (Student Union of Confederation College Inc.) (Note 4).

The Confederation College of Applied Arts
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Notes to Financial Statements

March 31, 2019

11. Post-employment Benefits and Compensated Absences Liability

The following tables outline the components of the College's post-employment benefits and compensated absences liabilities and the related expenses.

2019				
	Post-employee			Total liability
	Benefits	Non-vesting sick leave	Vesting sick leave	
Accrued employee future benefits obligations	\$ 579,000	\$ 1,529,000	\$ 90,000	\$ 2,198,000
Value of plan assets	(104,000)	-	-	(104,000)
Unamortized actuarial gains	56,000	41,000	148,000	245,000
	\$ 531,000	\$ 1,570,000	\$ 238,000	\$ 2,339,000

2018				
	Post-employee			Total liability
	Benefits	Non-vesting sick leave	Vesting sick leave	
Accrued employee future benefits obligations	\$ 554,000	\$ 1,497,000	\$ 109,000	\$ 2,160,000
Value of plan assets	(120,000)	-	-	(120,000)
Unamortized actuarial gains	65,000	91,000	148,000	304,000
	\$ 499,000	\$ 1,588,000	\$ 257,000	\$ 2,344,000

2019				
	Post-employee			Total expense
	Benefits	Non-vesting sick leave	Vesting sick leave	
Current year benefit cost	\$ 41,000	\$ 78,000	\$ 4,000	\$ 123,000
Interest on accrued benefit obligation	2,000	39,000	3,000	44,000
Amortized actuarial (losses) gains	(6,000)	(6,000)	-	(12,000)
	\$ 37,000	\$ 111,000	\$ 7,000	\$ 155,000

2018				
	Post-employee			Total expense
	Benefits	Non-vesting sick leave	Vesting sick leave	
Current year benefit cost	\$ (63,000)	\$ 81,000	\$ 4,000	\$ 22,000
Interest on accrued benefit obligation	1,000	29,000	2,000	32,000
Amortized actuarial (losses) gains	(6,000)	(1,000)	19,000	12,000
	\$ (68,000)	\$ 109,000	\$ 25,000	\$ 66,000

Above amounts exclude pension contributions to the Colleges of Applied Arts and Technology pension plan, a multi-employer plan, described below.

The Confederation College of Applied Arts
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Notes to Financial Statements

March 31, 2019

11. Post-Employment Benefits and Compensated Absences Liability (cont'd.)

Retirement Benefits

CAAT Pension Plan

All full-time employees of the College, and any part-time employees who opt to participate, are members of the Colleges of Applied Arts and Technology Pension Plan (the "Plan"), a multi-employer jointly-sponsored defined benefit plan for public colleges in Ontario and other employers. The College makes contributions to the Plan equal to those of employees. Contribution rates are set by the Plan's governors to ensure the long-term viability of the Plan. Since the Plan is a multi-employer plan, the College's contributions are accounted for as if the plan were a defined contribution plan with the College's contributions being expensed in the period they come due.

Any pension surplus or deficit is a joint responsibility of the members and employers and may affect future contribution rates related to full-time members. The College does not recognize any share of the Plan's pension surplus or deficit as insufficient information is available to identify the College's share of the underlying pension assets and liabilities. The most recent actuarial valuation filed with pension regulators as at January 1, 2019 indicated an actuarial surplus of \$2.6 billion. The College made contributions to the Plan and its associated retirement compensation arrangement of \$4,336,853 (2018 - \$3,966,194), which has been included in the statement of operations.

Post-Employment Benefits

The College extends post employment life insurance, health and dental benefits to certain employee groups subsequent to their retirement. The College recognizes these benefits as they are earned during the employees' tenure of service. The related benefit liability was determined by an actuarial valuation study commissioned by the College Employer Council.

The major actuarial assumptions employed for the valuations are as follows:

a) Discount rate

The present value as at March 31, 2019 of the future benefits was determined using a discount rate of 2.20% (2018 - 2.60%)

b) Drug costs

Drug costs were assumed to increase at a 8.0% rate for 2018 and decrease proportionately thereafter to an ultimate rate of 4.0% in 2040 (2018 - 4.0% in 2034).

c) Hospital and other medical

Hospital and other medical costs were assumed to increase at 4.0% per annum in 2019 (2018 - 4.0%). Medical premium increases were assumed to increase at 6.8% per annum in 2018 and decrease proportionately thereafter to an ultimate rate of 4.0% in 2040 (2018 - 4.0% in 2034).

The Confederation College of Applied Arts
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Notes to Financial Statements

March 31, 2019

11. Post-Employment Benefits and Compensated Absences Liability (Cont'd.)

Post-Employment Benefits (Cont'd)

d) Dental costs

Dental costs were assumed to increase at 4.0% per annum (2018 - 4.0%).

Compensated Absences

Vesting Sick Leave

The College has provided for vesting sick leave benefits during the year. Eligible employees, after 10 years of service, are entitled to receive payment for their accumulated sick days at 50% of their accumulated sick leave credit on termination or retirement to a maximum of 6 months' salary. The program to accumulate sick leave credits ceased for employees hired after March 31, 1991. The related benefit liability was determined by an actuarial valuation study commissioned by the College Employer Council.

Non-Vesting Sick Leave

The College allocates to certain employee groups a specified number of days each year for use as paid absences in the event of illness or injury. These days do not vest and are available immediately. Employees are permitted to accumulate their unused allocation each year, up to the allowable maximum provided in their employment agreements. Accumulated days may be used in future years to the extent that the employees' illness or injury exceeds the current year's allocation of days. Sick days are paid out at the salary in effect at the time of usage. The related benefit liability was determined by an actuarial valuation study commissioned by the College Employer Council.

The assumptions used in the valuation of vesting and non-vesting sick leave are the College's best estimates of expected rates of:

	2019	2018
Wage and salary escalation		
Academic	2.00%	2.00%
Support	1.50%	1.50%
Discount rate	2.60%	2.60%

The probability that the employee will use more sick days than the annual accrual and the excess number of sick days used are within ranges of 0% to 23.7% and 0 to 10.5 days respectively for age groups ranging from 20 and under to 65 and over in bands of 5 years.

The Confederation College of Applied Arts
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Notes to Financial Statements

March 31, 2019

12. Deferred Capital Contributions

Deferred capital contributions represent the unamortized amount and unspent amount of donations and grants received for the purchase of capital assets. The amortization of capital contributions is recorded as revenue in the statement of operations and is calculated on the same basis as the amortization expense related to the acquired/constructed capital assets. The changes in the deferred capital contributions balances are as follows:

	2019	2018
Balance, beginning of year	\$ 61,577,439	\$ 42,188,926
Add contributions for capital purposes	14,442,440	22,378,710
Less amortization of deferred capital contributions	(4,999,320)	(2,990,197)
Balance, end of year	71,020,559	61,577,439
Deferred capital contributions relating to construction in progress, end of year	577,653	15,201,523
Deferred capital contributions balance, end of year	\$ 70,442,906	\$ 46,375,916

13. Net Assets - Investment in Capital Assets

	2019	2018
Capital assets, net book value	\$ 79,658,453	\$ 67,663,638
Less amounts financed by:		
Working capital	313,610	313,975
SUCCI Student Levy Receivable (Note 4)	7,106,286	7,766,884
Long-term debt (Note 10)	(10,752,662)	(11,511,748)
Deferred capital contributions (Note 12)	(71,020,559)	(61,577,439)
Invested in capital assets, end of year	\$ 5,305,128	\$ 2,655,310

The Confederation College of Applied Arts
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Notes to Financial Statements

March 31, 2019

14. Net Assets - Internally and Externally Restricted

Internally restricted net assets represents money set aside by College senior management for various strategic initiatives and committed for specific purposes as identified below.

	2019	2018
Tuition set aside for student assistance	\$ 1,158,282	\$ 1,013,455
Scholarships and bursaries	217,937	257,965
Contributions for capital expenditures	208,467	313,183
Donations	211,218	394,209
Applied Research	5,307	5,307
Special Projects	10,590,000	1,000,000
Student Village	200,000	200,000
Parking Lot Development	400,000	50,000
Critical IT Infrastructure Upgrade	1,500,000	1,000,000
Long-term Sustainability	4,400,000	900,000
Sioux Lookout High School Project	1,000,000	-
Employee professional development	93,629	93,629
Environmental Sustainability	140,000	-
	<u>\$ 20,124,840</u>	<u>\$ 5,227,748</u>

The Ministry of Training , Colleges and Universities requires a certain portion of the additional tuition fee revenue generated by announced fee increases to be set aside for student assistance.

15. Net Assets - Endowments Restricted

Externally restricted net assets include restricted donations received by the College where the endowment principal is required to be maintained intact. The investment income generated from these endowments must be used in accordance with the various purposes established by donors. The College ensures, as part of its fiduciary responsibilities, that all funds received with a restricted purpose are expended for the purpose for which they were provided.

**The Confederation College of Applied Arts
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Notes to Financial Statements

March 31, 2019

15. Net Assets - Endowments Restricted (Cont'd)

Externally restricted endowment funds include grants provided by the Government of Ontario from the Ontario Student Opportunity Trust Fund ("OSOTF") Phase I and II, and the Ontario Trust for Student Support ("OTSS") programs and other such restricted contributions that were not matched. Under these government programs, the government matches funds raised by the College. The purpose of the programs is to assist academically qualified individuals who, for financial reasons, would not otherwise be able to attend College. The investment income generated from endowments must be used in accordance with the OSOTF and the OTSS guidelines.

The College has recorded the following amounts under the programs:

OSOTF I

	2019	2018
Schedule of changes in Endowment Fund Balance		
Fund balance, beginning of year	\$ 3,675,470	\$ 3,673,615
Unrealized gain (unrealized loss)	-	-
Cash donations received	-	1,855
Fund balance, end of year	3,675,470	3,675,470
Schedule of changes in Expendable Funds Available for Awards		
Fund balance, beginning of year	844,045	806,506
Realized gain	-	-
Unrealized investment gain (loss) net of direct investment-related expenses and preservation of capital contributions	269,102	162,489
Bursaries awarded (2019 = 282, 2018 = 286)	(108,680)	(124,950)
Expendable fund balance, end of year	1,004,467	844,045
Total endowment fund balance, end of year	\$ 4,679,937	\$ 4,519,515
Market value of fund, end of year	\$ 4,679,937	\$ 4,519,515

The Confederation College of Applied Arts
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Notes to Financial Statements

March 31, 2019

15. Net Assets - Endowments Restricted (Cont'd)

OSOTF II Second Phase

	2019	2018
Schedule of changes in Endowment Fund Balance		
Fund balance, beginning of year	\$ 252,078	\$ 252,078
Eligible cash donations received	-	-
	<u>252,078</u>	<u>252,078</u>
Schedule of changes in Expendable Funds Available for Awards		
Fund balance, beginning of year	138,923	133,846
Realized gain	-	-
Unrealized investment gain (loss) net of direct investment- related expenses and preservation of capital contributions	23,281	13,997
Bursaries awarded (2019 = 23, 2018 = 25)	(8,730)	(8,920)
	<u>153,474</u>	<u>138,923</u>
Expendable fund balance, end of year	153,474	138,923
Total endowment fund balance, end of year	\$ 405,552	\$ 391,001
Market value of fund, end of year	\$ 405,552	\$ 391,001

OTSS

	2019	2018
Schedule of changes in Endowment Fund Balance		
Fund balance, beginning of year	\$ 3,304,955	\$ 3,276,526
Eligible cash donations received	36,301	28,429
Gift in kind	-	-
	<u>3,341,256</u>	<u>3,304,955</u>
Schedule of changes in Expendable Funds Available for Awards		
Fund balance, beginning of year	665,314	606,974
Realized gain	-	-
Unrealized investment gain (loss) net of direct investment- related expenses and preservation of capital contributions	236,399	140,850
Bursaries awarded (2019 = 110 2018 = 121)	(92,350)	(82,510)
	<u>809,363</u>	<u>665,314</u>
Expendable fund balance, end of year	809,363	665,314
Total endowment fund balance, end of year	\$ 4,150,619	\$ 3,970,269
Market value of fund, end of year	\$ 4,150,619	\$ 3,970,269

The Confederation College of Applied Arts
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Notes to Financial Statements

March 31, 2019

15. Net Assets - Endowments Restricted (Cont'd)

Reports of OTSS awards issued for the period of April 1, 2018 to March 31, 2019:

Status of Recipients	OSAP Number	Recipients Amount	Non-OSAP Number	Recipients Amount	Number	Total Amount
Full-time	68	\$ 50,610	42	\$ 41,740	110	\$ 92,350
Part-time	n/a	n/a	n/a	n/a	n/a	n/a
Total	68	\$ 50,610	42	\$ 41,740	110	\$ 92,350

	2019	2018
Grand total of endowment funds, end of year	\$ 9,236,108	\$ 8,880,785

16. Commitments

The College has leased realty for the Aviation Centre of Excellence at an annual rental of approximately \$85,323, with annual increases of 2.5%, and an expiry date of 2053.

17. Contingencies

In the normal course of operations, the College is involved in a number of grievances and disputes. As of the date of this financial statement preparation, the likelihood and impact of these matters on the College's financial statements is unknown. Should any costs be incurred as a result of these matters, they will be expensed in the year of settlement.

During the upcoming year, the College plans to demolish the Fitness Centre (Neebing Building) that is no longer in use. At this time, the total amount related to the demolition and potential site remediation is unknown. Management has set aside funds for this purpose.

The Confederation College of Applied Arts
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Notes to Financial Statements

March 31, 2019

18. Statement of Cash Flows

The change in non-cash working capital balances consists of the following:

	2019	2018
Grants receivable	\$ (66,234)	\$ 296,846
Accounts receivable	(2,161,116)	(397,134)
Inventory	(98,266)	(144,024)
Prepaid expenses	(148,162)	165,260
Accounts payable and accrued liabilities	3,269,016	4,412,796
Vacation pay	258,089	95,475
Deferred revenue	(4,699,972)	6,474,016
	<u>\$ (3,646,645)</u>	<u>\$ 10,903,235</u>

19. Capital Disclosures

The College considers its capital to be the balance retained in net assets, which is generally the difference between its assets and liabilities as reported on the statement of financial position and includes unrestricted net assets, internally restricted net assets, investment in capital assets and restricted endowment net assets. The College receives funding from the provincial government for the delivery of its programs. These funds are maintained and disbursed under the terms of the funding agreements and management is responsible for adhering to the provisions of these agreements.

The College's objectives when managing capital are to safeguard its ability to continue as a going concern so that it can continue to provide delivery of its programs to the public. Colleges are required, under the current Ministry guidelines, to balance their budgets each year through a combination of managing expenses and utilizing reserves. Any in-year deficit not covered by reserves (accumulated deficits) must be recovered within two successive years under the Ministry's deficit recovery procedures.

Management maintains its capital by ensuring that annual operating and capital budgets are developed and approved by the Board of Governors based on both known and estimated sources of funding and financing available each year. These budgets are shared with all management to ensure that the capital of the College is maintained and are also published on the College's website or distributed to the public in hard copy upon request.

The Confederation College of Applied Arts
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Notes to Financial Statements

March 31, 2019

20. Financial Instrument Risk Management

Credit Risk

Credit risk is the risk of financial loss to the College if a debtor fails to make payments of interest and principal when due. The College is exposed to this risk relating to its cash, debt holdings in its investment portfolio, notes and long-term receivable and accounts receivable. The College holds its cash accounts with federally regulated chartered banks who are insured by the Canadian Deposit Insurance Corporation. In the event of default, the College's cash accounts are insured up to \$300,000 (2018 - \$300,000).

The College's investment policy operates within the constraints of the investment guidelines issued by the MTCU and puts limits on the bond portfolio including portfolio composition limits, issuer type limits, bond quality limits, aggregate issuer limits, corporate sector limits and general guidelines for geographic exposure. All fixed income portfolios are measured for performance on a quarterly basis and monitored by management on a monthly basis. The guidelines permit the College's funds to be invested in bonds issued by the Government of Canada, a Canadian province or a Canadian municipality having a rating of A or better, or corporate investments having a rating of A (R-1) or better.

The maximum exposure to investment credit risk is outlined in Note 2.

Accounts receivable are ultimately due from students, sponsors or corporate agencies. Credit risk is mitigated by financial approval processes before a student is enrolled and the highly diversified nature of the student population, and other internal controls built into the registration process.

Market Risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate as a result of market factors. Market factors include three types of risk: currency risk, interest rate risk, and equity risk.

The College's investment policy operates within the constraints of the investment guidelines issued by the MAESD. The policy's application is monitored by management, the investment managers and the Board of Governors. Diversification techniques are utilized to minimize risk. The Policy limits the investment in any one corporate issuer to a maximum of 10% of the College's total fixed income bonds.

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

The Confederation College of Applied Arts
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Notes to Financial Statements

March 31, 2019

20. Financial Instrument Risk Management (Cont'd)

Currency risk

Currency risk relates to the College operating in different currencies and converting non-Canadian earnings at different points in time at different foreign College levels when adverse changes in foreign currency College rates occur.

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

Interest rate risk

Interest rate risk is the potential for financial loss caused by fluctuations in fair value or future cash flows of financial instruments because of changes in market interest rates.

The College is exposed to this risk through its interest bearing investments (see note 5) and long-term debt (see note 10).

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

Equity risk

Equity risk is the uncertainty associated with the valuation of assets arising from changes in equity markets. The College is exposed to this risk through its equity holdings within its investment portfolio. At March 31, 2019, a 10% movement in the stock markets with all other variables held constant would have an estimated effect on the fair values of the College's equities of \$150,000. Equities represent approximately 58% of the fair value of the College's endowed investments, which is held for long-term investment gains, which mitigates the impact to market fluctuations on the value of the equities.

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

The Confederation College of Applied Arts
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Notes to Financial Statements

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21. Financial Instrument Risk Management (Cont'd)

Liquidity risk

Liquidity risk is the risk that the College will not be able to meet all cash outflow obligations as they come due. The College mitigates this risk by monitoring cash activities and expected outflows through extensive budgeting.

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

2018-2019 ANNUAL REPORT

Appendix B:
Key Performance Indicators

Key Performance Indicators have yet to be released for 2019.

2018-2019 ANNUAL REPORT

Appendix C:
Summary of Advertising and Marketing
Complaints Received

There have been no advertising or marketing complaints in 2018-2019.

2018-2019 ANNUAL REPORT

Appendix D:
Board of Governors

CURRENT GOVERNORS

Board of Governors 2018-2019

Chair

Kristen Oliver

Thunder Bay

Vice Chair

Peter Bishop

Red Lake/Kenora

Vice Chair

Sheryl Hoshizaki

Dryden/Sioux Lookout

Member-at-Large

Dan Topatigh

Thunder Bay

Past Chair

George Patterson

Thunder Bay

Riley Burton
 (Administrative Staff Appointee)

Thunder Bay

Tesa Fiddler
 (Negahneewin Council Appointee)

Thunder Bay

Darlene Furlong

Dryden

Laurie Hayes

Thunder Bay

Kathleen Lynch
 (President)

Thunder Bay

Ron Perozzo

Thunder Bay

Archana Salim
 (Student Appointee)

Thunder Bay

Ed Schmidtke

Thunder Bay

Daryl Skworchinski

Eastern Campuses

Owen Smith
 (Support Staff Appointee)

Thunder Bay

Trevor Warren
 (Academic Staff Appointee)

Thunder Bay