



Fleming College



BUSINESS PLAN

2013-2014

JUNE 2013

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APPROVED: by the Board of Governors, May 1, 2013 #12

Introduction

Our Strategic Mandate Agreement is at the heart of this year's business plan and as such our focus is to improve innovation and productivity, develop relevant and unique partnerships, continue to enhance academic quality, be exemplar in integrating education and work and delivering results this year that will set the stage for future years. We also want to continue our work in proposing a 'Center of Excellence' in applied environmental and natural resource science. We will continue to infuse our Core Promise to Students into our work because it represents why students and employees should choose Fleming.

We have a proven track record of innovation, academic quality and productivity. We understand that innovation is the planning and implementation of purposeful changes – both large and small – that improve results. This understanding will make us better.

Our business plan priorities for this year focus on improving strategic enrolment management and thereby delivering strong growth, enhancing quality and the capabilities of our staff as well as our key performance indicators, financial sustainability and efficiency improvements through the use of Lean and the implementation of a corporate sustainability plan.

This year we will implement our objectives with excitement, innovation and a resolve to achieve. This plan gives us the winning strategies to meet the changing needs of employers, the evolving expectations of students, the emerging demands of technology and the needs of employees for a strong, engaging work environment.

Our students succeed through personalized learning and innovation and achievement that is powered by our people.

Vision, Mission & Core Promise From Strategic Plan

Vision

Students succeeding through personalized learning. Innovation and achievement powered by people.

Mission

Fleming champions personal and career success through applied learning. We contribute to community success and sustainability through programs, service and applied research.

Core Promise to Students

At Fleming College, you become part of a learning community. We engage you in personalized learning and provide personalized support. Set in welcoming communities, our smaller campuses provide a friendly environment where people know your name.

Close relationships, high expectations and a hands-on, minds-on learning experience help you develop the knowledge and skills, attitudes and values that lead to success at work and in life.

From here, you can go anywhere as you begin or change your career. Or, through well-developed educational pathways, you can pursue further educational opportunities.

You will experience first-hand our commitment to innovation in programs and practices and to building sustainable, healthy futures for our people, communities and environment.

For all of these reasons, 99% of Fleming Students agree they made the right choice coming to Fleming College.

Strategic Mandate Agreement

True to our namesake and his legacy, Fleming College will be:

1. An innovator and exemplar in integrating education and work.
2. Ontario's Centre of Excellence for applied education and applied research in environmental and natural resource sciences.
3. A model of productivity and performance excellence in Ontario's postsecondary education system.

Assumptions

1. We are in a period of financial constraint in Ontario as elsewhere. Pressure will increase concerning spending levels and efficiency in the public sector generally. Although Fleming and other colleges will seek adjustments to funding allocations to recognize the circumstances of mid-sized colleges, we cannot count on receiving them.
2. Continued investment in a strong working environment and in the capabilities and engagement of our employees must be sustained in support of quality assurance of our programs and services.
3. In order to meet our financial challenges and invest more in key aspects of the student experience, we must meet or exceed our enrollment growth targets while also continuously improving our operational processes through innovation and redesign.
4. Student expectations are now a 'moving target'. New technologies, new access to knowledge and skills, increased mobility, competition and choice must inform and guide our efforts.
5. Support for students and the college through bursaries, in-kind donations and other gifts will become increasingly important and must become part of financial and investment planning.
6. Applied Research is gaining significant attention both federally and provincially. Fleming has already established credibility and profile; we can and should capitalize on that.
7. In order to meet financial challenges and invest more in key aspects of students' education, we have to streamline and redesign our processes. This requires creative thinking and the discipline associated with a Lean or continuous improvement philosophy.

Business Plan Priorities for 2013 – 2014

Priorities across the college for the upcoming business year include:

1. Implement targeted Strategic Enrolment Management (SEM) improvements arising from our SEM Review project such that we ensure we meet or exceed the 2013-14 Enrolment Plan.
2. Develop the Official Enrolment Plan for 2014/15 to ensure that we meet or exceed our annual enrolment growth target of 2–3%.
3. Develop and implement targeted academic improvement initiatives that reflect at least 60% of the Learning Experience Key Performance Indicators (KPI's) as 'above average', with 40% rated in the 1st quartile provincially.
4. Ensure that all college programs are in full compliance with the Program Quality Assurance Process Audit (PQAPA) quality assurance criteria, all applicable external accreditation requirements and the annual schedule of program review and/or curriculum renewal requirements and yield an aggregate KPI rating of at least 85% for Overall Quality of Programs.
5. Emphasize innovation, productivity and accountability by supporting the design and development of high quality programs and student learning experiences. Implementation of the 2012/13 Common Block Development (CBD) initiative and the implementation of defined improvements and/or advancements arising will be the measures of success.
6. Develop and implement targeted KPI improvement initiatives in services and facilities. Success will be measured by an improvement of at least 3% over the previous year in student satisfaction, for services not already in the 1st quartile.
7. Continue to enhance inclusiveness and accessibility implementing the second stage in a multi-year accessibility plan and enhancing the feeling of inclusiveness for all students with emphasis on International and Aboriginal students and our part-time employees. Success will be measured by completion of the AODA plan and the business plan objectives that relate to international and aboriginal students.
8. Ensure that the Kawartha Trades and Technology Center (KTTC) is constructed within budget and on time. This also includes ensuring that the facility design and equipment is best in class, that the funds to support the capital equipment are secured and that academic programming and delivery is in place.
9. Implement the approved Corporate Sustainability Plan. Success will be measured by the achievement of first-year targets and outcomes.
10. Continue to improve College processes and realize the efficiencies needed for future cost avoidance through the use of formal and informal Lean processes. An Annual Report Card that identifies the status of projects, benefits to students and the College, staff engagement and the relevant metrics will be the measures of success.

Key Business Plan Objectives 2013 – 2014

1.0 Achieving Excellence in Student Learning

Strategy 1.1

Ensure that Fleming's applied learning experience stands out, so that graduates are ready to make a difference in the workplace.

Objective:

Implement our Work Integrated Learning Enhancement Strategy Consistent with our Strategic Mandate Agreement. Success will be measured by improved KPI scores for designated KPI's (Q. 21, Q. 22, & Q. 23)

Strategy 1.2

Design and deliver programs to emphasize high expectations, student engagement and high quality student/faculty interaction with results reflected in retention and Key Performance Indicators, particularly Student Satisfaction and Graduation Rates.

Objective:

Continued development and implementation of targeted academic KPI improvement initiatives. Success will be measured by KPI ratings that reflect at least 60% of student learning experience KPIs as "above average", with at least 40% rated as 1st quartile provincially.

Strategy 1.4

Design all aspects of the student experience, within and beyond the classroom, to deliver learning that is consistent with the College's values and Core Promise to Students.

Objective:

Ensure that all College programs are in full compliance with the PQAPA quality assurance criteria; all applicable external accreditation requirements; and the annual schedule of program review and/or curriculum renewal requirements and are demonstrating good quality standing. Success will be measured by our achievement of a student satisfaction rating of at least 85% on Overall Quality of Programs (KPI Q. 26).

Strategy 1.5

Develop an e-learning strategy that prepares our graduates for lifelong learning.

Objective:

Fulfill the year-two implementation plan as set forth in our e-learning strategy. Success will be measured by the attainment of the defined deliverables for year-two of the strategy including the successful transition to our new learning management system and the approval and launch of 5-year e-learning plans for all programs.

2.0 Providing Superior Services & Facilities**Strategy 2.1**

Provide superior service to students through plans and consequent improvements that increase student satisfaction. Our overall ratings and at least twelve (i.e. two-thirds) of our KPI-based specific service/facilities ratings will be in the top quartile in the province.

Objectives:

Develop and implement targeted KPI improvement initiatives in services and facilities. Success will be measured by an improvement of at least 3% over the previous year in student satisfaction, for services not already in the 1st quartile.

In consultation with Student Administrative Council/Student Association continue to upgrade services to students including Portal mobile applications, Learning Commons upgrades, lab upgrades, smart group study spaces, student webmail to MS-365, and virtual desktop pilot to achieve a KPI rating in the top quartile.

Implement the Registrar's office and continuing education operations systems priorities identified in the Registrar's Office plan. Success will be measured by feedback from staff and students and the successful implementation of related system activities.

Design and implement a redesigned transfer credit process that includes systems enhancements, improved communications, clarity of roles and responsibilities, clear documentation and enhanced data management. Success will be measured by feedback from staff and students.

Implement a co-curricular record for students by formally recognizing designated out of class achievements (milestones include purchase of specialized software and development of formal criteria and protocols). Success will be the full implementation of the co-curricular record within the academic year.

Implement a multi-year facility renewal project at our Frost Residences. Major renewal projects for 2013-14 year will be I.T. infrastructure, life safety system replacement, appliance replacement, furniture replacement and renovation of office space. Approximate cost \$500,000. Success will be measured by on time and on budget implementation.

Implement a library improvement strategy that includes implementation of Discovery Service to enable search of entire collection at once, a significant increase to size of ebook collection and the integration of library services within academic structures including Learning Management System, Learning Commons, classrooms and the curriculum. Success will be measured by on time and within budget implementation and feedback from students.

Complete facility improvement projects to improve student satisfaction that include construction of a Sportsfield complex in 2013 through partnership with City of Peterborough, renovation of the Frost fish hatchery facility to support the Aquaculture program launch, installation of accessibility furnishings for classrooms and washrooms and completion of priority deferred maintenance projects such as roof replacement in the Brealey lower cafeteria. Success will be measured by these projects being successfully completed on time and on budget.

Strategy 2.2

Ensure that both employees and students see our Fleming IT resources and support as clear assets for their work and learning.

Objective:

Complete year-two of the Information Technology Strategic Roadmap projects including: Windows 7 upgrade; transition and upgrade to Active Directory; student email to the MS 365; staff email to Outlook/Exchange and Virtual Desktop pilot (BYOD and eLearning platform). Successful completion of year-two of the strategic roadmap implementation of ongoing training initiatives for the new environment will be the measure of success.

Strategy 2.3

Complete Campus Master Planning at our major campuses; prioritize and implement key improvements to the physical environment at all campuses.

Objectives:

Improve the experience of student athletes and profile of the College by developing two artificial turf sport fields (FIFA standard) in partnership with the City of Peterborough. Completion of this project is slated for Fall, 2013. Completion on time and on budget will be the measure of success.

Ensure the Kawartha Trades and Technology Center (KTTC) is constructed within budget, and is on track for substantial completion by spring 2014 and open for full operation in September 2014. Success will be measured by this project being successfully completed to its design specifications, on time and on budget.

Complete the Brealey Campus Stormwater Management Plan by constructing the pond required for KTTC and the new Sportsfields. Completing this project on time and on budget will be the measure of success.

Strategy 2.4

Provide training and services to employees to enable achievement of the Core Promise to Students.

Objective:

Increase number of key employees trained in the areas of Safe Talk, Aboriginal Cultural Safety and Positive Space. A minimum of four sessions of each will be offered to ensure that we are enhancing employee capabilities to deliver our core promise. Strong participation in these offerings will be the measure of success.

3.0 Leading in Sustainability

Strategy 3.2

Reduce waste and the college's carbon footprint so that Fleming's results meet or exceed provincial and national standards for postsecondary institutions.

Objective:

Review Duplicating services in relation to XEROX Multi-function deployment and implement industry standard tools to encourage users to use the most cost-effective and green approach to printing. Implementation of a Data Retention and Archiving Policy and beginning the transition to a corporate staff portal (Sharepoint) and electronic document management will be the measures of success.

Strategy 3.3

Infuse sustainability across the curriculum and across the student experience so that graduates understand and address sustainability issues.

Objective:

Implement the approved Corporate Sustainability Plan. Success will be measured by the adoption of program targets & attendant attainment strategies for achieving the defined expansion targets for sustainability-focused and sustainability-related courses.

Strategy 3.4

Develop the Centre for Alternative Wastewater Treatment (CAWT) so that its research and activities have a significant impact on the College and a highly respected role in the province's water-related initiatives.

Objectives:

Increase Fleming faculty and student engagement. Success will be measured by the adoption of defined curricular alignment and engagement goals for at least 25% of SENRS programs.

Complete construction of the expansion of CAWT laboratory (funded by the Canadian Foundation for Innovation) on budget by Fall 2013 in order to optimize academic research efficiency and innovation. Success will be measured by this project being successfully completed on time and on budget.

Strategy 3.5

Design and implement community-based applied learning opportunities to contribute to sustainable communities.

Objective:

Expand the scope and scale of our current sustainability-related community-based applied learning opportunities. Success will be measured by the development of an expansion plan for implementation in 2014/15.

4.0 Growing with Positive Results

Strategy 4.1

Develop and implement campus-based growth plans to realize an overall annual college growth target of 3%. The College will attract students from growing markets including non-direct and underserved groups. The plan will protect market share in our region and identify targeted international opportunities.

Objectives:

Successfully implement the 2013-14 Enrolment Plan and develop the Official Enrolment Plan for 2014/15. Success will be measured by fulfillment of the 2013/14 Enrolment Plan and approval of the 2014/15 Plan.

Continue emphasis on gaining market share in selected domestic markets and key market segments (non-direct students and university students). Achieving the targets set for these market segments will be the measure of success.

Implement international development strategies including expansion of recruitment activities to the China market, maintenance of recruitment activities in the Indian market and introduction of a scholarship program for international students. Success will be measured by meeting international enrolment targets included in the enrolment plan.

Implementation of our comprehensive 3-year campus growth plans. Success will be measured by meeting or exceeding our 2013/14 enrolment plan while also meeting targets for new program development sufficient to fulfill 2014 and 2015 enrolment forecasts.

Strategy 4.2

With the Core Promise as its foundation, implement an integrated growth plan that addresses the entire enrolment cycle, from marketing and admissions to retention and support.

Objective:

Full Implementation of our Strategic Enrolment Management Review improvement plans. Success will be measured by meeting or exceeding our 2013/14 enrolment plan.

Strategy 4.4

Expand part-time and continuing education activity levels consistent with or above the overall college growth target.

Objective:

Complete three-year continuing education growth plans for all schools. Success will be measured by meeting or exceeding 2013/14 Continuing Education enrolment and net revenue targets.

5.0 Building Community Success

Strategy 5.1

Work in partnership with our communities to contribute measurably to economic and community development. These plans include emphasis on sectors such as hospitality and tourism, health and wellness, the arts, water management, and construction and manufacturing.

Objective:

Develop fully formed programs and partnerships in support of the KTTC. Success will be measured by our full readiness for the successful implementation of our KTTC programming effective September 2014.

Strategy 5.5

Enhance programs and services to Aboriginal students to improve access, participation and success of Aboriginal learners.

Objective:

Implement the Aboriginal Self Identification protocols during the 2013 – 14 academic year, as recommended by the provincial task force. This is in addition to the Cultural Safety training for employees. Successful implementation will be the measure of success.

6.0 Developing the Fleming Working Environment

Strategy 6.1

Through a College priority on continuous learning and professional development, enhance skills, professional capabilities and personal growth.

Objective:

Champion a focussed, comprehensive development program that includes differentiated offerings, integrated learning and individual development plans. For faculty this means providing the capabilities needed to successfully engage in common block development time. For support staff it means creating modules to enhance critical capabilities needed by the organization and acknowledging this work through a Fleming certificate. For leaders, it will involve varied developmental opportunities identified through succession planning. Effective implementation of the plan, strong participation rates and the achievement of business objectives will be the measures of success.

Strategies 6.2

Emphasize leaders' responsibilities and objectives to focus in a balanced way on both people and results.

Objective:

Create and implement solutions that address major gaps identified through our Employee Engagement survey. Once the results are fully analyzed, key priorities that will have the biggest impact on employee engagement will be tackled first. Success will be measured through staff

focus groups, leader check-ins and a majority of leaders achieving 'fully successful' and/or 'above' performance ratings on their related leadership objectives.

Strategy 6.4

Continue to develop a welcoming working environment that supports inclusiveness, innovation and sustainability. This environment will be reflected in a high level of employee engagement.

Objective:

Continue to enhance inclusiveness and accessibility implementing the second stage in a multi-year accessibility plan and enhancing the feeling of inclusiveness for all students with emphasis on International and Aboriginal students and our part-time employees. Success will be measured by completion of the Accessibility for Ontarians with Disabilities Act plan and the business plan objectives that relate to international and aboriginal students.

Strategy 6.5

Regularly seek feedback and evaluate the college's progress in relation to our Core Promise values and strategic priorities.

Objectives:

Continue to improve College processes and realize the efficiencies needed for future cost avoidance through the use of formal and informal Lean processes. An Annual Report Card that identifies the status of projects, benefits to students and the College, staff engagement and the relevant metrics will be the measures of success.

Emphasize innovation, productivity and accountability by supporting the design and development of high quality programs and student learning experiences. Implementation of the 2012/13 Common Block Development (CBD) initiative and the implementation of defined improvements and/or advancements arising will be the measures of success.

Conclusion

We believe that we have a strong business plan with objectives that will ensure significant progress towards a dynamic future.

We recognize that the environment is competitive with financial constraints and resource limitations. These challenges will be addressed by being innovative, efficient, focused on quality and personalized learning and support and through the input of both students and staff. We will approach this year balancing both the efficiency and growth side of our work.

We are confident that we will end this year much closer to the college of our future; one that delivers our Core Promise to students, values and engages staff, is entrepreneurial and even more innovative than we were five years ago.

Appendix A

STATEMENT OF FINANCIAL POSITION		-	0	Control (Assets - Liabilities - Net Assets must be 0)
		Actual -	Budget -	
		2012-13	2013-14	
1 Assets		119,993,880	139,872,855	
11 Cash and Cash Equivalents		8,336,220	44,864	
111 Cash and Cash Equivalents		8,291,356	-	
112 Cash In Trust - Endowments		44,864	44,864	
12 Accounts Receivable		9,181,272	22,524,651	
121 Accounts Receivable		9,181,272	22,524,651	
	GRE	5,875,601	16,437,808	
	Non-GRE	3,305,671	6,086,843	
14 Other Current Assets		10,545,612	3,866,011	
141 Assets for Sale		4,584	4,584	
142 Inventory for Consumption		30,913	30,913	
140 Other Current Assets		10,510,115	3,830,514	
14910 Current Portion of Loans and Advances Receivable		37,887	-	
	Non-GRE	37,887	-	
14930 Prepaid Expenses		700,720	700,720	
14940 Investments Greater than 90 Days & Less than 1 Year		9,622,916	2,961,202	
14947 Investments Greater than 90 Days & Less than 1 Year - MTM OB		49,859	148,592	
14948 Investments Greater than 90 Days & Less than 1 Year - MTM CY		96,733	-	
15 CIP		9,002,245	29,045,635	
151 CIP		9,002,245	29,045,635	CAPITAL ASSETS
16 Tangible Capital Assets		146,237,109	153,650,819	
101 Land		2,424,937	2,424,937	CAPITAL ASSETS
102 Site Improvements		3,703,497	3,776,497	CAPITAL ASSETS
103 Building		103,222,115	105,203,118	CAPITAL ASSETS
104 Furniture and Equipment		21,156,225	25,067,847	CAPITAL ASSETS
105 IT		12,474,548	13,922,633	CAPITAL ASSETS
106 Aircraft		-	-	CAPITAL ASSETS
109 Other TCA		3,255,787	3,255,787	CAPITAL ASSETS
17 Tangible Capital Asset Accumulated Amortization		(68,562,312)	(74,512,859)	
172 AA Site Improvements		(2,634,968)	(2,899,625)	CAPITAL ASSETS
173 AA Building		(37,864,078)	(40,476,502)	CAPITAL ASSETS
174 AA Furniture and Equipment		(16,539,487)	(18,588,284)	CAPITAL ASSETS
175 AA IT		(10,662,946)	(11,531,924)	CAPITAL ASSETS
179 AA Other TCA		(860,813)	(1,016,525)	CAPITAL ASSETS
19 Investments and Other Long term Assets		5,253,734	5,253,734	
101 Long term Investments		5,253,734	5,253,734	
19110 Investments Greater than 1 Year		5,173,086	5,173,086	
19117 Investments Greater than 1 Year - MTM OB		202,228	80,648	
19118 Investments Greater than 1 Year - MTM CY		(121,580)	-	

STATEMENT OF FINANCIAL POSITION		-	0	Control (Assets - Liabilities - Net Assets must be 0)
		Actuals	Budget	
		2012-13	2013-14	
2 Liabilities		109,405,790	129,284,764	
21 Bank Indebtedness		-	4,660,706	
211 Bank Indebtedness		-	4,660,706	
22 Accounts Payable and Accrued Liabilities		18,969,995	19,034,938	
221 Accounts Payable and Accrued Liabilities		17,559,099	17,731,107	
GRE		-	-	
Non-GRE		17,559,099	17,731,107	
222 Accrued Interest		106,618	101,957	
223 Current Portion of Long term liabilities		1,304,278	1,201,874	
22310 Current Portion of Long Term Debt		1,304,278	1,201,874	
GRE		1,096,278	1,135,874	
Non-GRE		208,000	66,000	
22320 Current Portion of Capital Leases		-	-	
224 Demand Loans		-	-	
22401 Demand Loans - OB		15,268,000	-	
22402 Demand Loans - Newly acquired		-	-	
22403 Demand Loans - Repayments		(15,268,000)	-	
23 Deferred Revenue		7,173,946	7,173,946	
231 Deferred Revenue		2,528,961	2,528,961	
GRE		1,310,814	1,310,814	
Non-GRE		1,218,147	1,218,147	
232 Deferred Tuition Revenue		4,644,985	4,644,985	
24 Restricted Contribution		2,189,893	2,189,893	
241 Restricted Contribution		2,189,893	2,189,893	
GRE		110,942	110,942	
Non-GRE		2,078,951	2,078,951	
24107 Restricted Contribution - MTM OB		252,087	229,240	*
24108 Restricted Contribution - MTM CY		(22,847)	-	*
25 Deferred Capital Contributions		60,379,314	76,734,514	
251 DCC		60,006,314	76,661,513	
GRE		54,112,684	70,455,548	
Non-GRE		5,893,630	6,205,965	
25102 DCC - Additions		8,303,472	20,396,199	
GRE		7,900,570	19,271,399	*
Non-GRE		402,902	1,124,801	*
25103 DCC - Amortized to Revenue		(3,774,027)	(3,741,000)	
GRE		(2,939,409)	(2,928,535)	*
Non-GRE		(834,618)	(812,465)	*
252 DCC Unspent - Third Parties		373,000	73,000	
25202 DCC Unspent - Additions		3,410	-	*
27 Debt		15,209,159	14,007,285	
271 Debt		15,209,159	14,007,285	
GRE		14,118,159	12,982,285	
Non-GRE		1,091,000	1,025,000	
27102 Debt - Acquired		14,921,000	-	
GRE		14,921,000	-	*
Non-GRE		-	-	*
27103 Debt Retired/Paid In the Year		(1,301,425)	(1,304,278)	
GRE		(673,425)	(1,096,278)	*
Non-GRE		(628,000)	(208,000)	*
29 Other Long Term Liabilities		5,483,483	5,483,483	
291 Obligation for Pension Plan Benefits		780,483	780,483	
292 Obligation for Postemployment Benefit & Compensated Absences		4,476,000	4,476,000	
293 Obligation under AFP		-	-	
299 Derivatives and Other Long term Liabilities		227,000	227,000	
GRE		-	-	
Non-GRE		227,000	227,000	
29917 Derivatives MTM - OB		241,000	227,000	*
29918 Derivatives MTM - CY		(14,000)	-	*

STATEMENT OF FINANCIAL POSITION		-	0	Control (Assets - Liabilities - Net Assets must be 0)
		Actuals	Budget	
		2012-13	2013-14	
3 Net Assets		10,588,090	10,588,090	
31 Unrestricted Net Assets		(9,336,902)	(13,985,332)	
311 Unrestricted Net Assets		(9,336,902)	(13,985,332)	
32 Internally Restricted Net Assets		1,976,000	2,249,000	
321 Internally Restricted Net Assets		1,976,000	2,249,000	
33 Investment in Capital Assets		11,937,492	16,312,922	
331 Investment in Capital Assets		11,937,492	16,312,922	
36 Restricted Contributions		-	-	
301 Restricted Contributions		-	-	
GRE		-	-	
Non-GRE		-	-	
37 Endowments		6,238,500	6,238,500	
371 Endowments		6,238,500	6,238,500	
GRE		3,334,861	3,334,861	
Non-GRE		2,903,639	2,903,639	
37107 Endowments MTM - OB		-	-	*
37108 Endowments MTM - CY		-	-	*
38 Accumulated Remeasurement Gain & Losses		(227,000)	(227,000)	
381 Accumulated Remeasurement Gain & Losses		(227,000)	(227,000)	
38107 Accumulated Remeasurement Gain & Losses - OB		(241,000)	(227,000)	
38108 Unrealised Remeasurement - CY Gains/Losses		14,000	-	
38109 Remeasurement Reclassified to Statement of Operation		-	-	
Assets - Liabilities - Net Assets		-	0	
Notes				
* means that the sum of these accounts would not add up to the total sub category amount.				

STATEMENT OF OPERATIONS				
	Actuals	Budget		
	2012-13	2013-14		
4 Revenue	96,775,387	97,372,563		
41 Grant Revenue	58,078,811	57,729,141		
411 Grant Revenue	54,304,784	53,988,141		
41110 Grant revenue Operating	52,390,264	53,380,293		
GRE	50,922,101	52,546,100		
Non-GRE	1,468,163	834,193		
41120 Grant revenue Capital	583,671	144,193		
GRE	583,671	144,193		
Non-GRE	-	-		
41130 Recognition of Deferred Revenue & Restricted Funds	1,330,849	463,655		
GRE	977,996	463,655		
Non-GRE	352,853	-		
412 Flow Through Grants	-	-		
GRE	-	-		
Non-GRE	-	-		
413 Provincial Grants Repayment of Prior Year	-	-		
414 Amortization of Deferred Capital Contributions	3,774,027	3,741,000		STATEMENT OF FINANCIAL POSITION
GRE	2,939,409	2,928,535		STATEMENT OF FINANCIAL POSITION
Non-GRE	834,618	812,465		STATEMENT OF FINANCIAL POSITION
43 Tuition Fees	24,236,168	25,268,709		
431 Tuition Fee - Regulated	20,495,431	21,369,397		
432 Tuition Fee - Unfunded	3,740,737	3,899,312		
430 Tuition Fee - Other	-	-		
44 Other Student Fees	4,106,143	4,062,397		
449 Other Student Fees	4,106,143	4,062,397		
45 Contractual and other fee-for-services	1,052,877	937,477		
451 Contractual Services	744,490	804,741		
452 Other fee-for-services	308,387	132,736		
46 Ancillary Revenue	7,387,699	7,465,802		
461 Ancillary Revenue	7,387,699	7,465,802		
49 Other Revenue	1,913,689	1,909,037		
491 Reimbursement of Expenses	-	-		
492 Donations	41,003	10,000		
493 Gain/Loss on Sale of Assets	-	1,000		
494 Gain/Loss on Sale of Inventory and other Assets	13,323	-		
499 Other Revenue	1,859,363	1,898,037		
49920 Investment Income	-	-		
GRE	-	-		
Non-GRE	-	-		
49940 Interest Income	163,277	100,000		
GRE	-	-		
Non-GRE	163,277	100,000		
49989 Realized MTM Gain/Loss	-	-		

STATEMENT OF OPERATIONS			
	Actuals	Budget	
	2012-13	2013-14	
5 Expenses	95,549,441	97,372,563	
51 Salaries & Wages	53,199,464	54,601,686	
511 Salaries - Full Time & Partial Load Academic	25,109,807	26,553,501	
512 Salaries - Part Time & Sessional Academic	2,428,628	1,547,108	
513 Salaries - Support Staff	17,096,829	17,914,184	
514 Salaries - Administrative Staff	7,302,341	7,361,237	
515 Other Salary Costs - Full Time & Partial Load Academic	922,253	1,014,957	
516 Other Salary Costs - Part Time & Sessional Academic	11,460	8,187	
517 Other Salary Costs - Support Staff	229,281	180,846	
518 Other Salary Costs - Administrative Staff	96,865	21,666	
52 Employee Benefits	11,030,268	11,726,220	
521 Benefits - Full Time & Partial Load Academic	2,657,829	3,125,471	
522 Benefits - Part Time & Sessional Academic	215,934	168,288	
523 Benefits - Support Staff	2,569,993	2,586,034	
524 Benefits - Administrative Staff	866,545	821,372	
525 Pension Plans	5,053,581	5,025,055	
526 Postemployment Benefits & Compensated Absences	-	323,614	
53 Transportation & Communication	2,178,665	2,266,743	
531 Transportation & Communication	2,178,665	2,266,743	
54 Services	14,632,151	15,229,461	
541 Services	7,185,686	7,872,555	
542 Utilities & Maintenance	6,406,604	6,296,080	
543 Rental Expenditures	1,039,861	1,060,826	
55 Supplies & Minor Equipment	3,729,746	3,468,682	
551 Supplies & Minor Equipment	3,729,746	3,468,682	
56 Ancillary Services - Expenditures	-	-	
561 Ancillary Expenditures	-	-	
57 Amortization Expense	6,271,950	5,950,547	
571 Amortization Expense	6,271,950	5,950,547	CAPITAL ASSETS
58 Other Expenditures	4,507,197	4,129,224	
581 Interest & Insurance Expenses	1,331,121	1,366,672	
59110 Interest on Capital Leases	-	-	*
59120 Interest on Long Term Debt & Demand Loans	575,521	548,629	*
GRE	384,543	485,142	*
Non-GRE	190,978	63,487	*
59130 Interest Expense on Line of Credit	-	-	*
500 Other Expenses	3,176,076	2,762,562	
\$URPLUS/(DEFICT)	1,225,946	0	
Notes			
* means that the sum of these accounts would not add up to the total sub category amount.			

CAPITAL ASSETS		Actual		Forecast			
		2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
LAND							
16101	Land - OB	2,424,937	2,424,937	2,424,937	2,424,937	2,083,687	2,083,687
16105	Land - Transfers from CIP ¹	-	-	-	-	-	-
16102	Land - Additions	-	-	-	-	-	-
16103	Land - Disposals	-	-	-	341,250	-	-
16104	Land - Valuation and Other Adjustments	-	-	-	-	-	-
	TOTAL LAND - CLOSING	2,424,937	2,424,937	2,424,937	2,083,687	2,083,687	2,083,687
BUILDING							
16301	Building - OB	102,582,049	103,222,115	105,203,118	136,482,816	135,708,002	136,208,002
16305	Building - Transfers from CIP ¹	-	151,382	30,779,698	-	-	-
16302	Building - Additions	640,066	1,829,621	500,000	500,000	500,000	500,000
16303	Building - Disposals	-	-	-	1,274,814	-	-
16304	Building - Valuation and Other Adjustments	-	-	-	-	-	-
	Closing balance	103,222,115	105,203,118	136,482,818	136,708,002	136,208,002	136,708,002
Accumulated Amortization:							
17301	AA Building - OB	- 35,198,459	- 37,864,078	- 40,476,502	- 43,904,872	- 47,419,171	- 50,930,027
17302	AA Building - Current Year Amortization	- 2,665,619	- 2,612,424	- 3,428,370	- 3,514,299	- 3,510,856	- 3,470,685
17303	AA Building - Disposals	-	-	-	-	-	-
17304	AA Building - Valuation and Other Adjustments	-	-	-	-	-	-
	Closing balance	- 37,864,078	- 40,476,502	- 43,904,872	- 47,419,171	- 50,930,027	- 54,400,711
	BUILDING - NET BOOK VALUE	65,358,037	64,726,616	92,577,946	88,288,831	85,277,975	82,307,291
SITE IMPROVEMENTS							
16201	Site Improvement - OB	3,726,370	3,703,497	3,776,497	3,876,497	3,976,497	4,076,497
16205	Site Improvement - Transfers from CIP ¹	-	-	-	-	-	-
16202	Site Improvement - Additions	-	73,000	100,000	100,000	100,000	100,000
16203	Site Improvement - Disposals	- 22,873	-	-	-	-	-
16204	Site Improvement - Valuation and Other Adjustments	-	-	-	-	-	-
	Closing balance	3,703,497	3,776,497	3,876,497	3,876,497	4,076,497	4,176,497
Accumulated Amortization:							
17201	AA Site Improvement - OB	- 2,354,852	- 2,634,988	- 2,899,625	- 3,109,486	- 3,273,384	- 3,438,252
17202	AA Site Improvement - Current Year Amortization	- 296,864	- 264,637	- 209,861	- 163,898	- 164,868	- 170,382
17203	AA Site Improvement - Disposals	16,728	-	-	-	-	-
17204	AA Site Improvement - Valuation and Other Adjustments	-	-	-	-	-	-
	Closing balance	- 2,634,988	- 2,899,625	- 3,109,486	- 3,273,384	- 3,438,252	- 3,608,634
	SITE IMPROVEMENT - NET BOOK VALUE	1,068,509	876,872	767,011	703,113	638,245	567,863
FURNITURE & EQUIPMENT							
16401	Furniture & Equipment - OB	20,423,802	21,156,225	25,067,847	28,592,847	29,752,847	30,682,847
16405	Furniture & Equipment - Transfers from CIP ¹	-	-	-	-	-	-
16402	Furniture & Equipment - Additions	946,573	3,911,622	3,525,000	1,160,000	930,000	1,040,000
16403	Furniture & Equipment - Disposals	- 214,150	-	-	-	-	-
16404	Furniture & Equipment - Valuation and Other Adjustments	-	-	-	-	-	-
	Closing balance	21,156,225	26,067,847	28,592,847	29,752,847	30,682,847	31,722,847
Accumulated Amortization:							
17401	AA Furniture & Equipment - OB	- 14,997,732	- 16,539,487	- 18,588,284	- 21,087,462	- 23,666,161	- 26,004,159
17402	AA Furniture & Equipment - Current Year Amortization	- 1,755,903	- 2,048,797	- 2,499,178	- 2,578,699	- 2,337,998	- 2,103,027
17403	AA Furniture & Equipment - Disposals	214,148	-	-	-	-	-
17404	AA Furniture & Equipment - Valuation and Other Adjustments	-	-	-	-	-	-
	Closing balance	- 16,539,487	- 18,588,284	- 21,087,462	- 23,666,161	- 26,004,159	- 28,107,186
	FURNITURE & EQUIPMENT - NET BOOK VALUE	4,616,738	7,479,563	7,505,385	6,086,686	4,678,688	3,615,661

CAPITAL ASSETS	Actual		Forecast			
	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
INFORMATION TECHNOLOGY						
16501 IT - OB	12,203,136	12,474,548	13,922,633	14,422,633	14,922,633	15,422,633
16505 IT - Transfers from CIP ¹	-	-	-	-	-	-
16502 IT - Additions	473,831	1,448,085	500,000	500,000	500,000	500,000
16503 IT - Disposals	- 202,419	-	-	-	-	-
16504 IT - Valuation and Other Adjustments	-	-	-	-	-	-
Closing balance	12,474,648	13,822,833	14,422,633	14,922,633	15,422,633	16,822,633
Accumulated Amortization:						
17501 AA.IT - OB	- 9,501,645	- 10,662,946	- 11,531,924	- 12,418,344	- 13,403,158	- 14,180,119
17502 AA.IT - Current Year Amortization	- 1,363,722	- 868,978	- 886,420	- 984,814	- 776,961	- 599,143
17503 AA.IT - Disposals	202,421	-	-	-	-	-
17504 AA.IT - Valuation and Other Adjustments	-	-	-	-	-	-
Closing balance	- 10,662,946	- 11,631,924	- 12,418,344	- 13,403,158	- 14,180,118	- 14,779,282
INFORMATION TECHNOLOGY - NET BOOK VALUE	1,811,802	2,380,708	2,004,289	1,618,476	1,242,614	1,143,371
OTHER TCA						
16901 Other TCA - OB	3,273,554	3,255,787	3,255,787.00	3,374,615	3,374,615	3,374,615
16905 Other TCA - Transfers from CIP ¹	80,347	-	118,828	-	-	-
16902 Other TCA - Additions	1,247	-	-	-	-	-
16903 Other TCA - Disposals	- 99,361	-	-	-	-	-
16904 Other TCA - Valuation and Other Adjustments	-	-	-	-	-	-
Closing balance	3,266,787	3,266,787	3,374,616	3,374,616	3,374,616	3,374,616
Accumulated Amortization:						
17901 AA.Other TCA - OB	- 770,332	- 860,813	- 1,016,525	- 1,162,012	- 1,305,944	- 1,368,508
17902 AA.Other TCA - Current Year Amortization	- 189,842	- 155,712	- 145,486	- 143,932	- 62,564	- 49,451
17903 AA.Other TCA - Disposals	99,361	-	-	-	-	-
17904 AA.Other TCA - Valuation and Other Adjustments	-	-	-	-	-	-
Closing balance	- 860,813	- 1,016,525	- 1,162,012	- 1,306,944	- 1,388,608	- 1,417,958
OTHER TCA - NET BOOK VALUE	2,384,974	2,250,262	2,212,603	2,088,671	2,008,107	1,868,657
CONSTRUCTION IN PROGRESS						
15101 CIP - OB	2,045,458	9,002,245	29,045,635	0	0	0
15102 CIP - Additions	7,094,792	20,194,772	1,852,891	-	-	-
Additions - AFP projects ²	-	-	-	-	-	-
15106 CIP - Capitalized Interest	-	-	-	-	-	-
15105 CIP - Transfers to Tangible Capital Asset ¹	- 80,347	- 151,382	- 30,898,526	-	-	-
15103 CIP - Disposals	- 57,658	-	-	-	-	-
15104 CIP - Valuation and Other Adjustments	-	-	-	-	-	-
Closing balance	9,002,245	29,045,635	0	0	0	0
NET TANGIBLE CAPITAL ASSETS	86,677,042	108,183,595	107,492,169	100,750,463	95,927,216	91,674,529
TOTAL ACQUISITIONS (Incl. AFP)	9,156,509	27,457,100	6,477,891	2,260,000	2,030,000	2,140,000
TOTAL AMORTIZATION	- 6,271,950	- 5,950,547	- 7,169,316	- 7,385,642	- 6,853,247	- 6,392,688

CAPITAL PROJECT STATUS AND SOURCES OF FINANCING										
Project Status						Tangible Capital Assets Category				
No	Project Name	Project Type (drop down list)	Planned Start Date (MM/YYYY)	Planned Completion Date (MM/YYYY)	Total Project Cost	Building	Site Improvements	Furniture & Equipment	Information Technology	Other TCA
1	Kawartha Trades and Technology Centre	Major Capital Project	08/2012	08/2014	36,279,697	30,779,697	-	4,500,000	1,000,000	-
2	Centre for Alternative Wastewater Treatment	Major Capital Project	08/2011	03/2014	1,765,344	1,128,017	-	637,327	-	-
3	Annual Projects	Capital Renewal			8,563,065	2,457,071	473,000	3,800,507	1,713,660	118,828
4	Annual Projects	Renovation, Modernization, and Adaptation			2,759,130	395,916	-	1,628,789	734,426	-
5					-					
6					-					
Total					48,387,238	34,780,701	473,000	10,688,822	3,448,085	118,828

Project Status			Sources of Financing								
No	Project Name	Total Project Cost	TCU Capital Grant	TCU Operating Grant used for Capital	Other Provincial Funding	Internal Reserve	OFA Financing	Third Party Funding - Federal	Third Party Funding - Municipalities	Student Bodes	Other Third Party Funding
1	Kawartha Trades and Technology Centre	36,279,697	30,667,689	-	-	1,862,008	-	-	1,000,000	-	2,750,000
2	Centre for Alternative Wastewater Treatment	1,765,344	-	-	774,302	216,741	-	774,302	-	-	-
3	Annual Projects	8,563,065	3,686,000	-	-	4,577,065	-	-	-	-	300,000
4	Annual Projects	2,759,130	-	-	-	2,759,130	-	-	-	-	-
5		-									
6		-									
Total		48,387,238	34,363,888	-	774,302	8,414,944	-	774,302	1,000,000	-	3,060,000

Project Status			Additions Including Construction in Progress					
No	Project Name	Total Project Cost	2012-13 and Before	2013-14	2014-15	2015-16	2016-17	2017-18
1	Kawartha Trades and Technology Centre	36,279,697	8,732,035	23,194,771	4,352,891	-	-	-
2	Centre for Alternative Wastewater Treatment	1,765,344	151,382	1,613,962	-	-	-	-
3	Annual Projects	8,563,065	118,828	2,027,987	1,593,750	1,695,000	1,522,500	1,605,000
4	Annual Projects	2,759,130	-	620,380	531,250	565,000	507,500	535,000
5		-						
6		-						
Total		49,367,236	9,002,245	27,457,100	6,477,891	2,260,000	2,030,000	2,140,000

Ministry of Training, Colleges and Universities					
Annual Borrowing Plan for Section 28 of FAA Approval					
	Loan Requirements for the Year	Purpose of the Borrowing	Month in Which Financing Will Be Required (mm-yyyy)	Term of the Proposed Loan	Notes
2012-13 and Before					
2013-14		KTTC temporary revolving financing during construction	10-2013		note the College has a current Section 28 request for a revolving credit line to cover the timing difference of the KTTC cash flow and expenditures