



# Business Plan 2017-2018

# Canadore College Business Plan 2017-2018

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## INTRODUCTION

The 2017-2018 Business Plan was prepared during a time of transition as Canadore College's Strategic Plan *Skilled Solution 2017* comes to an end and development of the *Canadore 2021* strategic plan is in the final stages pending completion of the Strategic Mandate Agreement (SMA); provincial sustainability funding; and Private Career College partnership decision with the Government of Ontario. Due to these circumstances the College has extended departmental business plans into the third quarter of 2017 supported by the approved College operating and capital budget.

### The Year Ahead

The year will see the adoption of Canadore's new strategic plan "Canadore 2021". The College has made great progress in pursuit of its renewed vision of creating a college that delivers results, making Canadore the college of choice for connecting people, education and employment through leadership and innovation. The next 4 years directed by Canadore 2021 will see an expansion of college credentials moving towards select degrees in applied areas of Advanced Manufacturing and Health and Wellness as well as learning "badges", credential laddering all containing experiential learning opportunities inside and outside the institution. Canadore will continue to meet and exceed the relevant recommendations made by the Truth and Reconciliation Commission. We will continue to partner with First Nation Institutes and communities building on our successes and learnings. We will continue to evolve our programming and service mix to meet the employment demands of today and tomorrow. We will do all this within our financial and human resources as we continue to be good stewards of our budget delivering value for money to the citizens of Ontario.

The transition to a 'corridor' funding distribution model by the province will in effect reduce the funding received from the province. In fact we calculate provincial funding will account for less than 53% of Canadore's revenue with a projected decline in funding to 50% by 2020. This trend makes the sustainability of Canadore a great concern moving forward.

The College's future depends on our ability to diversify our sources of funding while remaining focused on learning and student success. As costs continue to escalate the College must be afforded the freedom to chart its own course unencumbered by outdated regulations and frameworks. The College is and always has been committed to full transparency and accountability to its students, employers and the communities it serves across the province of Ontario and beyond. We will find innovative and creative ways to enhance and strengthen our role in education and training for applied learning in a competitive industry.

We will at times do things differently and will not be bound by standard conventions to meet our commitments to our students, employers and the communities we serve. We will continue to invest strategically in our people and infrastructure as resources allow ensuring we deliver our vision.

**Mission**

To provide outstanding applied education and training for an ever-changing world.

**Vision**

Canadore is the college of choice for connecting people, education and employment through leadership and innovation.

The *5 Pillars* act as Canadore's operations decision filters to our actions. All that we do must align with the Pillars in support of the College's strategic direction.

- Student Success
- Program and Service Excellence
- Innovation/Entrepreneurship
- Connection to Community
- Sustainability (fiscal and environmental)

**EXECUTIVE SUMMARY**

Our focus remains unchanged; during the upcoming year we will deliver the College's vision by building capacity, flexibility, and the ability to respond to opportunities and challenges while at the same time seeking out ways to improve efficiency and effectiveness.

From the earliest stages of the process, the goal is to create organization capacity while bringing our expenditures in line to match current funding levels and alternative funds. The net result of our efforts will be to incur a small in-year operating surplus assuming our funding assumptions and revenue projections hold true with a long term-plan to achieve a balance between expenditures and revenues.

We will continue to invest strategically in new programs, services and staff to meet the needs of our students and the demands of employers. To meet the challenge we will continue to evolve and change resulting in the exiting of some areas of training while entering others. The College will strive to create a balanced approach as it continues to renew itself based upon its Mission, Vision, and the 5 Pillars.

Canadore has articulated its vision and re-defined its commitments to students, faculty, staff, academic programs, services, and community, region and education partners. *Canadore 2021* will further define those commitments and identify, in broad terms, the principles and goals that the College will undertake.

## **STRATEGIC DIRECTION**

### **Student Success**

Canadore College exists for its students; to help them maximize their potential, acquire skills for employment, set up a basis for further education, or all three combined. We will uphold Canadore's historical focus on student success. Our services and student activities will be designed and delivered to create a unique college experience. As we evolve, we will attract and support a diverse community of learners in a culturally-safe environment and focus on their success and satisfaction.

#### ***Guiding Principles***

- ◆ Leadership in student success programs
- ◆ Student support mechanisms
- ◆ Career preparation / Job connection
- ◆ Lifelong connection to the College and community
- ◆ Linking with community support services and networks

### **Program and Service Excellence**

Canadore College will provide relevant and responsive programs and services to meet the needs of students, employers, and the communities we serve. We will focus on our learning and the learning environment.

We will offer a diverse range of credentials including access to certificates, diplomas, degrees, apprenticeship, and workforce development training.

#### ***Guiding Principles***

- ◆ Focus on learning
- ◆ Targeted programs driven by employer and applicant demand
- ◆ Student-centered services and experiential learning opportunities
- ◆ Programming for the global economy
- ◆ Pathways for lifelong learning and credential recognition

### **Connection to Community**

Canadore College is a major partner in the prosperity and success of the Nipissing District, the West Parry Sound region and beyond in the greater province of Ontario. We are significant economic contributor to the economy and comprise 6% of regional domestic product. We support economic development by providing business incubator facilities, customized partnership models and, most importantly, by training highly skilled graduates with emphasis on experiential learning. We will continue to act as a catalyst for economic development by bringing

together employers, agencies, and public and private sector partners to develop responsive and innovative programming to meet industry and community needs. We will continually seek to advance our connection to community through our staff and students' involvement with local organizations, fundraising, partnerships and more.

Canadore College will continue to expand its applied research capacity and activity to support and promote the economic health of the College, enhance the learning environment, and create and retain jobs in the province.

### ***Guiding Principles***

- ◆ Partnerships for regional and provincial economic development
- ◆ Social development of students and communities
- ◆ Expand and strengthen educational partnerships and applied research scope
- ◆ Maintain a close linkage to business and community needs
- ◆ Continue to be highly responsive to labour market needs
- ◆ Pro-actively contribute to the economic development of our region and province
- ◆ Ensure accessibility to communities and First Nations
- ◆ Actively engage our alumni and communities as ambassadors for the College

### **Sustainability**

Canadore College is committed to ensuring the prudent and effective management of its human, fiscal and environmental resources to ensure that its learners and employees receive the maximum benefit from the College's and communities' limited resources.

We will maintain our financial health to support high quality learning, service provision and economic development activities. The College will optimize opportunities for funding from all sources. We will cultivate a culture of financial and environmental sustainability. As a publicly supported institution, with greater percentages of our revenue from non-government sources, the College has a responsibility to set an example of stewardship and accountability to our students and the public.

### ***Guiding Principles***

- ◆ Diversification of funding sources
- ◆ Entrepreneurial approach
- ◆ Expansion of international education opportunities
- ◆ Effectively planning and executing with efficiency
- ◆ Human and fiscal organizational capacity
- ◆ Fiscal responsibility
- ◆ Partnership is a key consideration in all that we do
- ◆ Lead in the pursuit of good environmental stewardship

**Innovation**

We will apply an innovative approach to meet the challenges Canadore and our communities face. We will recognize and build on our strengths and those of our partners. We will not be bound by tradition or convention. We will embrace technology tools to support teaching and learning. We will be entrepreneurial in our approach to program development. Canadore College will continually look towards innovation and reinvention in programming, services and technology.

***Guiding Principles***

- ◆ Private and public sector partnerships
- ◆ First Nations partnerships
- ◆ Broader education sector partnerships
- ◆ Creative and flexible program design and delivery
- ◆ Leveraging the use of technology
- ◆ Innovation will be encouraged and embraced
- ◆ Innovation will be an element in all our programs and services
- ◆ We will serve as an innovation leader and incubator for our students and the communities we serve.

## Financial and Operating Outlook

The College is faced with the challenge to generate approximately \$850,000 in net new revenue in 2017-2018 to meet operational requirements. The economic need is precipitated by declining levels of funding from the provincial government and increased operating costs related to collective agreements and inflation.

Canadore faces many challenges. The student tuition cap combined with the international claw-back fee and other policy levers has put additional strain on the College's budget. When the net effect of the policy levers, combined with the corridor distribution model and a number of critical infrastructure deficiencies, the College, without financial reserves, is at risk should it experience negative adjustment to its revenues or expenditures in the 2017-18 budgets. The College faces an annual maintenance funding shortfall of approximately \$1.6 million which has accumulated to deferred maintenance in excess of \$20.5 million.

To assist with the financial challenges, and to serve as a financial vehicle, the Canadore College Foundation was established in 2016. The Foundation will continue to provide the College with greater flexibility to raise capital dollars for infrastructure and monies for scholarships. The Foundation will work aggressively to meet its goals.

We believe that our projected financial position going into 2017-18 and beyond will provide us with some organization flexibility to:

1. Continue to address a significant list of unmet academic capital and deferred maintenance;
2. Consider some of the project priorities identified in our Campus Master Plan and Long-term Capital Project Plan if government funding is not available to support them;
3. Support program renewal and development and address other priorities of our strategic plan; and
4. Take advantage of strategic high-benefit initiatives and opportunities.

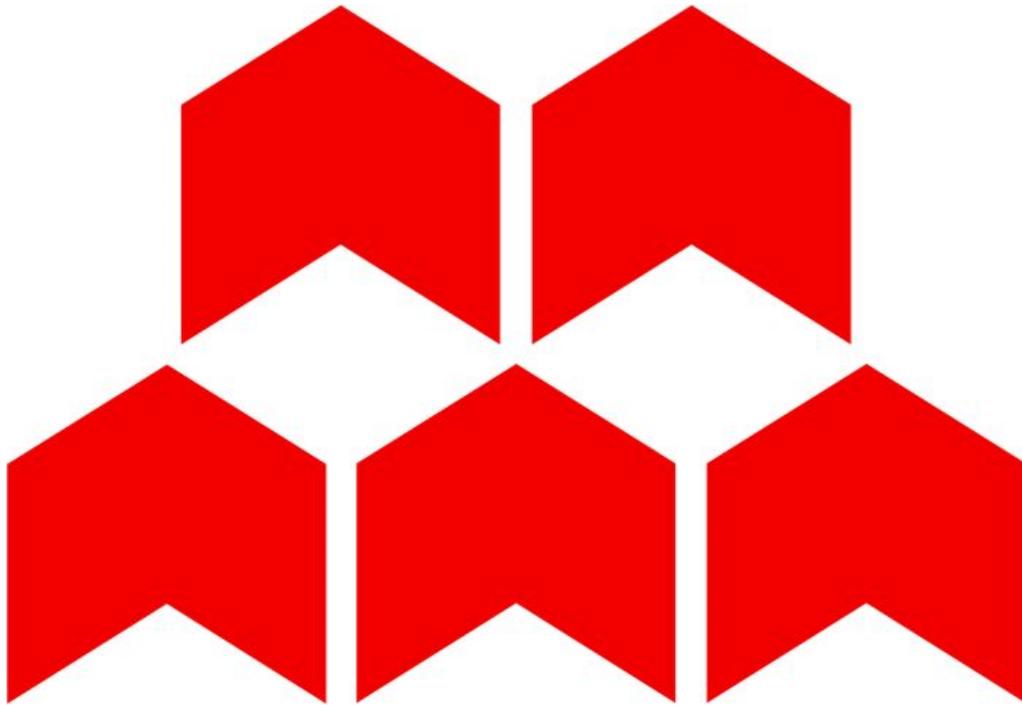
The most significant challenge before us is that we have little capacity to weather unanticipated financial challenges in the years ahead as community demands and needs increase and various components of the system funding model and demographics of the province change.

We are confident that the plan positions Canadore to continue to build our reputation for excellence and innovation, and to support the College culture of commitment to student success, program and service excellence, connection to community, innovation, and sustainability.

## 2017-2018 Major Operating Objectives

1. Optimize senior team performance as measured by team objectives and tactical execution results.
2. Modernize the appearance, cleanliness and quality of the spaces at our campuses. Complete the Village and Post Production capital projects
3. Improve service, sustainability and operating costs.
4. Improve financial strength and capability of Canadore.
5. Identify and manage Canadore's risks to an acceptable level.
6. Identify areas where Canadore can utilize technology innovatively as a competitive advantage.
7. Grow full-time international activity through development of diverse products, marketing, and other activity to 1900 students.
8. Grow Contract Training revenues by increasing scope of product and expanding outside region, by cooperating with International Department, ICAMP, etc.
9. Implement the Canadore College Foundation Comprehensive Donor Stewardship Program.
10. Implement the new Alumni Strategic Plan.
11. Strategically invest in staff to further their development through formal and informal professional development.
12. Focus on learners' success and satisfaction (KPI scores).
13. Continue to evolve program and service mix to meet the needs of employers, students and communities by enhancing the diversity of the learning and working environment.
14. Actively seek new and unique programs, partnerships and creative learning experiences within programs.
15. Expand the College's applied research capacity.
16. Implement continuous improvement and benchmarking standards for programs and services to ensure alignment with the requirements of the Framework for Programs of Instruction.

## **2017-2018 Operating Budgets**



**Canadore College  
of Applied Arts and Technology**

2017 - 2018 Budget

*The 2017 - 2018 Budget for Canadore College was formulated on the basis of the Five Pillars, which are as follows:*

***Student Success:***

Canadore College exists for its students; to help them maximize their potential, acquire skills for employment, set up a basis for further education, or all three combined.

***Program and Service Excellence:***

Canadore College will continue to strive to deliver excellent programming and core services in order to prepare graduates to compete locally and globally for jobs.

***Connection to Community:***

Canadore College is a vital part of the community. The College is committed to maintaining and improving its community connections through our staff and students being involved with local organizations, fundraising, partnerships and more.

***Sustainability:***

Canadore College will cultivate a culture of sustainability - environmentally and financially. As a publicly-funded institution, the College has a responsibility to set an example of stewardship and accountability to our students and the public.

***Innovation:***

Canadore College will continually look towards innovation and reinvention in programming, services and technology to be responsive to the community and help our students reach their full potential.

## **OPERATING BUDGET PARAMETERS**

*The following information is provided as a summary of key operating parameters and budget assumptions for the 2017-2018 Operating Budget. The Operating Budget shows an increase in revenue of \$18.7M and an increase in expenditures of \$16M.*

### ***Budget Model***

The 2017-2018 budget was developed using the 2016-2017 Approved Budget as a base and included expected increases and decreases to revenues and expenses.

The budget spreading model is a three semester budget plan which provides an accurate account of the operating activities. The 2017-2018 Budget Periods has been divided into three budget reporting periods starting April 1<sup>st</sup>, 2017 and ending March 31<sup>st</sup>, 2018:

- 5 month period ended August 31, 2017;
- 4 month period ended December 31, 2017; and
- 3 month period ended March 31, 2018

### ***Core Operating Grant ("COG")***

Funding notifications for the 2017-2018 COG has been released to the colleges and the funding will increase slightly from 2016-2017 levels. The increase in international enrolment has increased the International Student Recovery of \$750 per International Student which ultimately leads to a significant decline in the College's operating grant.

### ***Other Ministry Grants***

Other Ministry Grants have been budgeted for on the assumption that they will remain at 2016-2017 actual levels, unless other information has been received indicating a change.

### ***Second Career Funding***

We are anticipating 45 Second Career students during this budget year.

### ***Apprenticeship Training***

Apprenticeship Training Funds have been budgeted at \$901K based on a preliminary seat purchase plan which is pending Ministry approval.

### ***WSIB Funding***

Similar to Second Career, WSIB provides in-year funding for students enrolled in a Post-Secondary program or Adult Upgrading program. We anticipate approximately 4 students for 2017-2018.

### ***Corporate Training and Academic Project Contribution to Overhead***

The revenue target for contribution to overhead from Contract Training and Academic Projects is projected to be \$1,000K. This amount is based on recent confirmation of new projects and on-going projects along with anticipated activity.

### ***Tuition Revenue and Incidental Fees***

Tuition Revenue is budgeted using the 2017-2018 enrolment target of 2,280 full-time post-secondary, 259 part-time day post-secondary; 45 Second Career and 4 WSIB. International enrolment is expected to increase by 1,085 students for a total enrolment of 1,440.

Included in the enrolment target of 1,440 International Students is 1,200 students per semester with our partner Stanford International College.

Tuition fee increases have been calculated following the tuition fee framework issued in April 2013 and the board approved increase of 3% for domestic students and for international students.

Continuing Education enrolment target is set at the same level as 2016-2017.

### ***Contributions – Shared, and Ancillary Operations***

Nipissing University expenditures for shared facilities and services respectively are based on budgeted expenditures for those areas.

There is an anticipated deficit of \$1,000K from the Student Residence based on occupancy forecasts.

Other Ancillary Operations have been budgeted on the assumption they will remain at the 2016-2017 budgeted levels.

### ***Other Revenues***

Due to our current financial position some investment income will be recognized.

### ***Salaries and Benefits***

Support staff and benefits were projected based on the Collective Agreement in place. Academic salaries was projected based on the current rates in the Collective Agreement that will end on September 30, 2017. Administration salaries and benefits were budgeted based on guidelines provided by the College Employer Council.

### ***Program Delivery***

Program budgets were developed using the 2016-2017 Approved Budget as a base and included expected increases and decreases to revenue and expenses based on changes in forecasted activity.

Due to the enrolment target of 1,200 students per semester at Stanford International College, contracted services – third party, contracted services other and other supplies and expense will increase reflecting the amount we pay Stanford International College for delivering the training, the amount we pay the agents to recruit students and health insurance purchased for the international students.

### ***Other Expenditures***

Other expenditures were budgeted based on 2016-2017 approved budget along with planned activity expected in 2017-2018.

**CANADORE COLLEGE OF APPLIED ARTS AND TECHNOLOGY  
OPERATING BUDGET 2017 - 2018  
SUMMARY OF REVENUES AND EXPENSES  
(000's omitted)**

	Budget 2016 - 2017	Budget 2017 - 2018	\$ Variance	% Variance
<b><u>REVENUE</u></b>				
Ministry of Training, Colleges and Universities				
Post Secondary	\$ 14,962	\$ 13,448	\$ (1,515)	90%
Specific Purpose	12,451	13,584	1,133	109%
Training	2,095	2,107	12	101%
Corporate and Academic Projects	1,002	1,000	(3)	100%
Student Tuition and Incidental Fees	15,561	35,751	20,189	230%
Contributions - Shared and Ancillary Operations	3,681	2,992	(689)	81%
Other Revenue	1,159	720	(439)	62%
<b>Total Revenue</b>	<b>50,912</b>	<b>69,602</b>	<b>18,690</b>	<b>137%</b>
<b><u>EXPENDITURES</u></b>				
Salaries and benefits	32,790	33,657	868	103%
Trainee Allowances and Incentives	17	16	(1)	94%
Instructional Supplies and Field Work	603	604	2	100%
Utilities and Plant Services	2,495	2,916	421	117%
Contracted and Professional Services	9,721	23,146	13,425	238%
General Expenditures and Supplies	3,482	4,761	1,279	137%
Furniture and Equipment Rentals and Purchases	1,371	1,370	(1)	100%
<b>Total Expenditures</b>	<b>50,479</b>	<b>66,470</b>	<b>15,992</b>	<b>132%</b>
<b>Excess of Revenue over Expenditures</b>	<b>433</b>	<b>3,132</b>	<b>2,698</b>	
<b>Transfer from Operating Fund to Invested in Fixed Assets:</b>				
Fixed asset purchases from operating funds	(156)	(2,378)		
Capital long-term debt repayments	(209)	(161)		
Interest on capital long-term debt	(8)	(2)		
<b>Transfer to Invested in Fixed Assets</b>	<b>(373)</b>	<b>(2,541)</b>		
<b>Operating Surplus for the year</b>	<b>60</b>	<b>591</b>		
<b>Transfer of Prior Year Deficit</b>	<b>(8,176)</b>	<b>(8,116)</b>		
<b>Year-End Deficit</b>	<b>\$ (8,116)</b>	<b>\$ (7,525)</b>		

(see Detailed Statements of Revenues and Expenses)

**CANADORE COLLEGE OF APPLIED ARTS AND TECHNOLOGY  
OPERATING BUDGET 2017 - 2018  
DETAILED STATEMENT OF REVENUES**

	Budget 2016 - 2017	Budget 2017 - 2018	\$ Variance	% Variance	Notes
<b>Enrolment</b>					
<i>Full-time Post Secondary</i>	2,280	2,280	-	100%	
<i>International</i>	355	1,440	1,085	406%	
<b>MINISTRY OF TRAINING, COLLEGES AND UNIVERSITIES</b>					
<b>Post Secondary</b>					
Core Operating Grant	\$ 14,809,705	\$ 14,813,139	\$ 3,434	100%	1
KPI Performance Funding	272,433	164,367	(108,066)	60%	1
COG - International Student Recovery	(120,000)	(1,530,000)	(1,410,000)	1275%	2
<b>Specific Purpose</b>					
Small, Northern and Rural Grant	6,821,808	6,821,888	80	100%	1
Accessibility Fund for Students with Disabilities	519,907	519,907	-	100%	1
Collaborative Nursing	3,090,349	3,230,476	140,127	105%	1
Grant in Lieu of Taxes	174,825	168,674	(6,151)	96%	1
Postsecondary Education Funding for Aboriginal Learners	527,992	527,992	-	100%	1
Aviation Pilot-Fixed Wing-Aboriginal	1,073,333	1,073,333	-	100%	1
Reporting Entity Project Funding	33,857	33,857	-	100%	1
Clinical Education Funding	209,259	209,259	-	100%	1
Sustainability Funding	-	1,000,000	1,000,000	0%	3
<b>Training</b>					
Literacy & Basic Skills / Social Assistance	883,838	883,838	-	100%	1
Apprenticeship	901,000	901,000	-	100%	1
Second Career	299,500	299,500	-	100%	1
WSIB Funding	10,190	22,400	12,210	220%	1
<b>ACADEMIC SPECIFIC PURPOSE PROJECTS &amp; CORPORATE TRAINING</b>					
Corporate Training and Academic Project CTO	1,002,096	999,533	(2,563)	100%	
<b>STUDENT TUITION AND INCIDENTAL FEES</b>					
Full-time/Part-time Post Secondary	7,109,741	7,323,033	213,292	103%	4
International	1,792,570	2,747,610	955,040	153%	5
International partnership tuition	3,576,044	21,228,618	17,652,574	594%	6
Deferral Fees, Late Fees, Material Fees etc...	44,609	43,310	(1,299)	97%	
Continuing Education	770,870	770,870	-	100%	
Incidental Fees	1,826,989	3,273,688	1,446,699	179%	7
Professional Pilot Preparedness/Fixed Wing	75,542	43,660	(31,882)	58%	8
Student Set Aside Administration Fee	32,000	34,000	2,000	106%	
Continuing Education Administration Fee	79,310	79,310	-	100%	
Continuing Education Course Material	26,780	26,780	-	100%	
OCAS Application Fee	227,000	180,000	(47,000)	79%	9
<b>CONTRIBUTIONS - INTERNATIONAL, SHARED &amp; ANCILLARY OPERATIONS</b>					
Nipissing University - Recovery for Shared Facilities & BScN	3,472,282	3,665,094	192,812	106%	10
Student Centre - Recovery for Service	100,000	-	(100,000)	0%	11
Student Residence - Distribution of Equity (Deficit)	(213,700)	(1,000,700)	(787,000)	468%	12
Paid Parking - Admin Fee / Distribution of Equity	92,596	92,596	-	100%	
Cafeteria Commission	150,000	155,000	5,000	103%	
Campus Shop Commission	80,000	80,000	-	100%	
<b>OTHER REVENUE</b>					
Investment Income	-	20,000	20,000	0%	13
Sale of Course Products and Services	82,510	83,710	1,200	101%	
Rental of College Facilities	39,053	41,725	2,672	107%	
Assessment Fees Students with Disabilities	66,500	66,500	-	100%	
Aboriginal Partnership Grant Revenue	441,138	118,759	(322,379)	27%	14
Miscellaneous Revenue	529,897	389,645	(140,252)	74%	15
<b>TOTAL REVENUE</b>	<b>\$ 50,911,823</b>	<b>\$ 69,602,371</b>	<b>\$ 18,690,548</b>	<b>137%</b>	

**CANADORE COLLEGE OF APPLIED ARTS AND TECHNOLOGY  
OPERATING BUDGET 2017 - 2018  
DETAILED STATEMENT OF REVENUES**

	Budget 2016 - 2017	Budget 2017 - 2018	\$ Variance	% Variance	Notes
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**Notes**

- 1 *COG funding is based on estimated funding unit levels using the Postsecondary Funding Renewal Mode. All other grants have been budgeted on the assumption that they will remain at 2016-2017 actual levels unless other information has been received.*
- 2 *COG recovery is based on 1,440 international students.*
- 3 *Funding initiative from MAESD to help improve the financial sustainability issues faced by the College.*
- 4 *Budget based on a projected enrolment target of 2,280 full-time postsecondary - 173 part-time post-secondary, 45 Second Career and 4 WSIB students along with a 3% tuition increase.*
- 5 *International based on an enrolment target of 240 in North Bay, along with a 5% tuition increase.*
- 6 *Revenue based on activity from Stanford International College. Enrolment target is 1,200 students per semester.*
- 7 *Increase is based on enrolment target of domestic and international students.*
- 8 *Based on 2016-2017 enrolment.*
- 9 *Based on 2016-2017 OCAS settlement.*
- 10 *Expenditure increase under shared services has increased NU expenditure recovery.*
- 11 *Changes to the Student Centre has eliminated the recovery for service.*
- 12 *Residence Operating Budget is projecting a deficit for 2017-2018.*
- 13 *There will be some investment income earned as the college is no longer in overdraft.*
- 14 *Grant revenue adjusted to reflect prior years reconciliation of the grant receivable.*
- 15 *Some projects will not be continuing in 2017-2018.*

**CANADORE COLLEGE OF APPLIED ARTS AND TECHNOLOGY  
OPERATING BUDGET 2017 - 2018  
DETAILED STATEMENT OF EXPENSES**

	Budget 2016 - 2017	Budget 2017-2018	\$ Variance	% Variance	Notes
<b>SALARIES AND BENEFITS</b>					
<b>Salaries:</b>					
Academic Faculty - Full - Time	\$ 10,853,466	\$ 10,985,860	\$ 132,394	101%	
- Part - Time	1,944,423	2,040,067	95,644	105%	
Administrative	3,508,057	3,973,510	465,453	113%	
Support - Full - Time	8,906,003	8,842,294	(63,709)	99%	
- Part - Time	1,342,720	1,374,234	31,494	102%	
<b>Total Salaries</b>	<b>26,554,669</b>	<b>27,215,965</b>	<b>661,276</b>	<b>102%</b>	
Fringe Benefits	6,235,057	6,440,469	205,412	103%	
<b>Total Salaries and Benefits</b>	<b>32,789,726</b>	<b>33,656,434</b>	<b>866,688</b>	<b>103%</b>	<b>1</b>
<b>TRAINEE ALLOWANCES AND INCENTIVES</b>					
Support Allowance & Training Incentives	16,500	15,500	(1,000)	94%	
<b>INSTRUCTIONAL SUPPLIES AND FIELD WORK</b>					
Instructional Supplies	509,970	517,293	7,323	101%	<b>2</b>
Field Work - Student Transportation	82,988	77,301	(5,687)	93%	
Vehicle Expense	9,855	9,855	-	100%	
<b>UTILITIES AND PLANT SERVICES</b>					
Building Maintenance	281,782	312,782	31,000	111%	<b>3</b>
Building Equipment Maintenance	239,578	246,578	7,000	103%	<b>3</b>
Grounds Maintenance	33,201	33,201	-	100%	
Snow Removal	22,000	22,000	-	100%	
Vehicle Expense	38,095	38,095	-		
Electricity	1,301,620	1,647,770	346,150	127%	<b>4</b>
Fossil Fuels	392,326	398,226	5,900	102%	<b>4</b>
Water	89,671	115,171	25,500	128%	<b>4</b>
Refuse Removal	67,900	80,400	12,500	118%	<b>3</b>
Premise Rental	29,288	21,946	(7,342)	75%	
<b>CONTRACTED AND PROFESSIONAL SERVICES</b>					
Audit	74,700	74,700	-	100%	
Professional Fees	188,300	228,300	40,000	121%	<b>5</b>
Contracted Services					
Academic	264,650	264,450	(200)	100%	
Third Party	5,301,642	18,122,326	12,820,684	342%	<b>6</b>
Library	405,500	405,500	-	100%	
Other	3,486,212	4,050,337	564,125	116%	<b>7</b>
<b>GENERAL EXPENDITURES AND SUPPLIES</b>					
Insurance Expense	215,171	215,171	-	100%	
Interest Expense / Bank Charges	124,040	212,120	88,080	171%	<b>8</b>
Long Term Debt Interest	131,857	122,485	(9,372)	93%	
Interest on Deficit	105,000	45,000	(60,000)	43%	
Maintenance of Equipment	164,142	166,112	1,970	101%	<b>3</b>
Memberships and Dues	102,538	114,938	12,400	112%	<b>9</b>
Municipal Taxes	186,000	176,475	(9,525)	95%	
Office Supplies	27,632	29,782	2,150	108%	
Other Supplies and Expenses	612,440	1,760,150	1,147,710	287%	<b>10</b>
Postage and Courier	80,075	122,350	42,275	153%	
Professional Development	100,000	100,000	-	100%	
Promotion / Public Relations					
Advertising / Marketing	458,842	496,467	37,625	108%	<b>11</b>
F/T Recruiting & Special Events	231,380	234,055	2,675	101%	
Leased Vehicles	29,950	29,450	(500)	98%	
Staff Employment / Relocation	35,600	35,600	-	100%	
Telecommunications	247,060	245,100	(1,960)	99%	
Travel and Conferences	630,733	656,077	25,344	104%	<b>12</b>

**CANADORE COLLEGE OF APPLIED ARTS AND TECHNOLOGY  
OPERATING BUDGET 2017 - 2018  
DETAILED STATEMENT OF EXPENSES**

	Budget 2016 - 2017	Budget 2017-2018	\$ Variance	% Variance	Notes
<b>FURNITURE / EQUIPMENT RENTALS AND PURCHASES</b>					
Equipment Rental	141,405	123,075	(18,330)	87%	<b>13</b>
Furniture and Equipment Purchases	90,237	64,137	(26,100)	71%	<b>13</b>
Information Technology Purchases	1,139,320	1,183,144	43,824	104%	<b>13</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 50,478,926</b>	<b>\$ 66,469,853</b>	<b>\$ 15,990,907</b>	132%	

**Notes**

- 1 *The Support Staff wages and benefits are projected based on the Collective Agreement in place. Academic salaries was projected based on current rates in the Collective Agreement that will end on September 30, 2017. The Administration salaries were budgeted with no range progression.*
- 2 *Increase based on current cost of supplies.*
- 3 *Budget increase to more closely align with actual expenditures and requirements.*
- 4 *There will be an increase in the 2017-2018 rates.*
- 5 *Budget for 2017-2018 based on anticipated activity for the year.*
- 6 *Increase in the amount due to Stanford International College associated with international enrolment increase.*
- 7 *Increase in agent commission associated with Stanford International College enrolment increase. There also is an increase in the Student Success Services.*
- 8 *Additional cost associated with increased wire payments and merchant credit card fees for international payments.*
- 9 *Increase is due to IT subscriptions to the secondary internet provider and R&D relating to higher education institutions.*
- 10 *Payment for Health Insurance coverage for international students has increased associated with international enrolment increase.*
- 11 *Increase to support the new initiatives.*
- 12 *Based on current year activity; 50% of the increase relates to International requirements.*
- 13 *Furniture and IT requirements were reviewed and budgets were reallocated based on 2017-2018 requirements.*

## **CAPITAL BUDGET PARAMETERS**

*Priorities for capital expenditures have been identified by the Executive Team for the 2017-2018 fiscal year.*

Apprenticeship Enhancement Fund (AEF) and College Equipment and Renewal Program (CERF) allocations have been approved by MAESD.

Campus Safety (CS) is assumed to remain at the same level of 2016-2017.

Post-Production project and G Wing renovations are expected to be completed early 2017-2018.

Construction on the "Village Living"-Wellness and Learning Centre is scheduled to commence in Summer 2017. The expenditures for this project are partially funded by SIF.

**CANADORE COLLEGE OF APPLIED ARTS AND TECHNOLOGY  
CAPITAL BUDGET  
BUDGET 2017 - 2018**

	<b>Total Budget</b>	<i>Notes</i>
<b>REVENUE:</b>		
College Equipment and Renewal	176,300	<i>1</i>
Apprenticeship Enhancement	85,581	<i>2</i>
Campus Safety	53,492	<i>1</i>
Canadore Foundation - For G-Wing Project	550,000	
Post-Production Project	1,788,261	
The Village Project	15,458,000	<i>3</i>
	<b>18,111,634</b>	
<b>EXPENDITURES:</b>		
<b>Major Infrastructure and Equipment:</b>		
Village Project	16,460,977	
Post Productions	1,788,261	
Classroom Furniture	30,000	
Staff Furniture	30,000	
G-Wing Renovations	835,000	
Miscellaneous	100,000	
	<b>19,244,238</b>	
<b>Academic:</b>		
Apprenticeship Enhancement	85,581	
IT Equipment/Software	79,417	
Other Equipment and Furniture	283,845	
Renovations	95,918	
	<b>544,761</b>	
<b>Student Services &amp; Corporate Services</b>		
IT Equipment/Software	131,000	
Other Equipment & Furniture	60,992	
Renovations/Upgrades	508,500	
	<b>700,492</b>	
<b>Capital debt service costs:</b>		
Principal Payments	160,339	
Interest Payments	2,349	
	<b>162,688</b>	
	<b>20,652,179</b>	
<b>Deficiency of Capital Revenue over Capital Expenditures</b>	<b>(2,540,545)</b>	

**Notes**

- 1 Based on funding notifications from MAESD*
- 2 Based on the assumption that funding will be at the same level of 2016 -2017.*
- 3 Partially funded by the Strategic Investment Fund (SIF) for the newly constructed academic building on College Drive Campus.*