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**2011 - 2012  
BUSINESS PLAN**

# **Canadore College Business Plan 2011-2012**

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## Introduction

The 2011-2012 Business Plan was prepared based on the *Canadore 2012* Strategic Direction, and the approved 2011-2012 College Operating Budget.

### **Canadore's Strategic Plan - Canadore 2012:**

*Canadore College will lead in student success. We will provide a superior working environment for our faculty and staff, and through them, an exceptional living and learning environment for our students and clients. Students will be attracted to the challenging yet supportive experience we create.*

*Canadore College will provide high quality programs and services that will contribute to success in tomorrow's workplace and society. We will work in collaboration with our communities, and optimize the unique relationship with our university partner, as we focus on excelling as a community college.*

### **The Year Ahead**

The year 2010 -2011 marks the final year of Canadore's current strategic plan. Commencing in the Fall 2011 the Board of Governors of Canadore College will engage in a strategic planning process setting the strategic direction for Canadore to 2017.

The strategic planning process grounded by the 5 Pillars -- Student Success; Program and Service Excellence; Connection to Community; Innovation; and Sustainability -- will ensure broad consultation with the community, stakeholders, government, and staff as the College charts its development for next 5 years. The process will frame our actions and directions as an organization, as well as individual program and department operational plans each year. Plans and initiatives will be developed and will be directed toward fulfilling the Mission, Vision and Values, and to achieving the strategic priorities of Canadore College.

### ***Mission***

Canadore College offers a comprehensive range of career-oriented education and training opportunities to support and enhance the economic and social development of individuals and our communities.

**Vision (draft)**

An Outstanding College – A College of Choice

Canadore will be an outstanding college of choice for applied learning, innovation, and entrepreneurship demonstrating excellence, sustainability and responsiveness.

Canadore will be guided by 5 Pillars:

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

**INTRODUCTION and EXECUTIVE SUMMARY**

The 2011-12 Business Plan and Multi-Year Outlook have been in development since the Fall of 2010 with a goal of presentation to and approval by the Board of Governors in May 2011. Our focus, during the planning process, has been on maintaining and building capacity, flexibility, and the ability to respond to opportunities and challenges while at the same seeking out ways to improve efficiency and effectiveness.

From the earliest stages of the process, the goal was to create organization capacity while bringing our expenditures in line to match current funding levels. The net result of our efforts has been to incur an in-year operating deficit with a long term plan to achieve a balance between expenditures against 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 the 5 Pillars.

Through an update to the College's existing strategic plan, *Canadore 2012*, the College has articulated its vision and re-defined its commitments to students, faculty, staff, academic programs, services, community, region and education partners. This revised Framework is an attempt to further define those commitments and identify in broad terms the principles and goals that the College will undertake in order to help achieve the Canadore 2012 vision and beyond.

**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.

**Guiding Principles**

- ◆ Ensure a learning centered approach for all academic activity.
- ◆ Provide a learning experience designed to inspire students to reach their career and personal goals.
- ◆ Ensure students are engaged and feel connected to Canadore College's welcoming environment for students from diverse backgrounds.
- ◆ Provide access to opportunities for success for all students and graduates.

**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.

**Guiding Principles**

- ◆ Ensure our programs and services are relevant to the needs of students and employers.
- ◆ Focus on program and service quality
- ◆ Continually seeking continuous improvement in all that we do as a learning organization.
- ◆ Ensure students have multiple opportunities to add value to their own learning experience.
- ◆ Provide access to opportunities for success for all students and graduates.

**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.

Canadore is committed to being an active community partner in North Bay and northeastern Ontario. As an institution, and with respect to the programs we offer, Canadore must stay connected to the local and regional realities, needs and aspirations.

## **Guiding Principles**

- ◆ Maintain a close linkage to business and community needs.
- ◆ Continue to be highly responsive to labour market needs and shifts.
- ◆ Pro-actively contribute to the economic development of our region and province.
- ◆ Ensure accessibility to communities and First Nations.
- ◆ Actively engage our alumni as ambassadors for the College.

## **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.

## **Guiding Principles**

- ◆ Programs and services make effective and efficient use of resources.
- ◆ Programs and services reflect the level of funding received by the College.
- ◆ Partnership is a key consideration in all that we do.
- ◆ Lead in the pursuit of good environmental stewardship.

## **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 and the communities we serve to reach their full potential.

## **Guiding Principles**

- ◆ 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.

New in the 2011-2012 Plan, our Capital, Project, and International budgets have been segregated in our Business Plan. This provides the flexibility to develop, approve, and revise the Capital, Project and International budgets as needed, without requiring revision to the Business Plan. It also provides an opportunity to separately identify funding and expenditures to support Capital, Projects, and International distinct from any impact of operations on the College's balances.

The Business Plan is draft until ratified by the Canadore College Board of Governors. In accordance with Section 8 of O. Reg. 34/03 under the *Ontario Colleges of Applied Arts and Technology Act, 2002*, The Canadore College of Applied Arts and Technology has prepared its 2011-2012 Business Plan. The Business Plan follows the format outlined in the Business Plan document from the Ministry of Training, Colleges and Universities and provides the necessary documentation. As required by the Ministry, the 2011-2012 Business Plan is available for download from the College's website at [www.canadorec.on.ca](http://www.canadorec.on.ca) or free of charge by contacting Canadore College.

We applaud the Government for its demonstrated support for the importance of post secondary education, particularly in light of current fiscal and economic challenges. The 2011 Ontario Budget was tabled March 29, 2011. We were pleased the Budget reiterated the Ontario government's commitment to post secondary education through additional funding to support enrolment growth over the next three years, and a continuation of funding for academic equipment and deferred maintenance.

While we are pleased with the Government's ongoing funding, Canadore is experiencing a per student funding shortfall of \$376 annually based on the current provincial funding mechanism and average funding per student. In addition, the College faces an annual maintenance funding shortfall of approximately \$1.6 million which has accumulated to total deferred maintenance in excess of \$24.5 million.

The Ministry released details of our 2011-12 Operating Grant allocations on April 1, significantly earlier than in prior years, enabling us to incorporate those grant details in this Business Plan. This funding is driven in part by net changes operating grant entitlements, based on enrolment data. These grant allocation changes have had a negative effect on performance in the past 3 years and have created a disconnect between our funding level and enrolment. Looking forward, our estimates in Year 4 of our projection position the College to be in a balanced fiscal position.

## **Outlook**

Funded enrolment, including Continuing Education, is forecast to exceed that planned for 2010-11 by around 1%, and fees have increased in accordance with Ministry Policy. Other elements of planned expenditures are detailed in the Notes, found further on in this document. We believe that our projected financial position as illustrated going into 2011-12 and beyond will eventually provide us with some organization flexibility by 2014 to:

1. begin 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 to 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 anticipated 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 as presented 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.

We plan to undertake an extensive and detailed review and revision of the Business Plan and Capital and Project Plan in mid-year, to update information around grant support, enrolments, and the business climate for our contract training units.

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## 2011 – 2012 Operating Budget

The Business Plan is draft until ratified by the Canadore College Board of Governors. In accordance with Section 8 of O. Reg. 34/03 under the *Ontario Colleges of Applied Arts and Technology Act, 2002*, The Canadore College of Applied Arts and Technology has prepared its 2011-2012 Business Plan. The Business Plan follows the format outlined in the Business Plan document from the Ministry of Training, Colleges and Universities and provides the necessary documentation. As required by the Ministry, the 2011-2012 Business Plan is available for download from the College's website at [www.canadorec.on.ca](http://www.canadorec.on.ca) or free of charge by contacting Canadore College.

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***The 2011-2012 Budget for Canadore College was formulated on the basis of the Five Pillars.***

***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.

## **The 2011-2012 Budget Package includes the following:**

### ***Operating Budget:***

Direct operating revenue and expenditures for the core post-secondary College business plus support services.

### ***International Budget:***

Revenues generated from international activity will support the incremental expenses associated with this activity. Surplus generated in the International Budget is allocated against new initiatives, capital projects and equipment.

### ***New Initiative, Capital Projects, and Equipment Budget:***

This budget is supported by excess revenues from the International Budget and Second Career funding. The remaining surplus has been allocated to the Operating Budget.

### ***Ancillary Budgets:***

Paid Parking and Residence Operations are self supporting and provide an overall contribution to the Operating Budget.

### ***Restricted Budgets:***

Alumni Association and Recreation and Leisure Services are supported by student fees, donations and fundraising.

## **OPERATING BUDGET PARAMETERS**

### ***General Purpose Operating Grant (“GPOG”)***

Preliminary funding notification for our GPOG for 2011-2012 results in an increase of \$229K over 2010-2011 actual.

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

The KPI Performance preliminary funding notification results in a decrease of \$74K over 2010-2011 actual, due to a decline in our KPI rates from 2008-2009 to 2009-2010.

Other Ministry Grants have been budgeted for on the assumption that they will remain at 2010-2011 actual levels, unless other information has been communicated otherwise.

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

Second Career Funding will continue for the 2011-2012 budget year. In 2010-2011 the College is anticipating revenue of \$1.47M for Second Career activity. It is not anticipated that we will see this level of activity in upcoming years.

Approximately 43 Second Career students who have been approved for funding will return for the second year of their program. We are anticipating 20 new second career students starting during this budget year. Any funding received for these students will be budgeted for separately, outside of the Operating Budget, and put towards New Initiatives, Capital Projects and Equipment.

### ***Literacy & Basic Skills / Social Assistance Program***

Additional field support received in 2010-2011 of \$259K, under the Literacy & Basic Skills / Social Assistance Program will not continue for the 2011-2012 budget year.

### ***Non-Apprenticeship (EI) Funding***

Non-Apprenticeship (EI) Funding will not continue in 2011-2012. In previous years the College has received \$210K.

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

The revenue target for contribution to overhead from Contract Training and Academic Projects is projected to remain consistent with 2010-2011.

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

Tuition Revenue is budgeted using an enrolment projection of 2,641 full-time post-secondary students for 2011-2012. This target does not include Second Career students.

Tuition fee increases have been calculated using the board approved increase of 4.5% in the first year of a program, 4% per year for students in continuing program years, and 8% for high demand programs.

International enrolment target is 120 students. The budget for international activity will be shown separately from the Operating Budget. Related incremental expenditures associated with international activity will be paid out of this budget.

Continuing Education revenues are expected to increase by 3% over the 2010-2011 activity.

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

The international contribution is new this budget year. As mentioned above the budget for international activity will be shown separately from the Operating Budget. The net surplus from this activity will be used to fund new initiatives, capital projects and equipment. The remaining surpluses will be transferred to the Operating Budget.

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

The distribution of equity from the Student Residence and Paid Parking are based on net surplus from these Ancillary Operations.

Budgeted commissions from the Cafeteria and Campus Shop are based on previous activity. No significant changes are anticipated.

### ***Investment Income***

Investment income expected to increase this year. Cash flows are expected to improve with the anticipated change in timing of receiving the Small, Northern and Rural Grant from once annually to semi-monthly. As well, refinancing the Student Residences will improve the overall college cash position.

### ***Sale of Course Products and Services***

The budget for Sale of Course Products and Services will decrease from \$55K to \$30K as a result of restructuring activities.

### ***Assessment Fees for Students with Disabilities***

Assessment Fees for Students with Disabilities budget has been reduced from \$220K to \$120K as some of this fee is no longer supported through the Bursary for Students with Disabilities.

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

Academic salaries and benefits were projected based on the Collective Agreement in place for 2011-2012. The Support Staff Collective Agreement expires on August 31, 2011. An estimated increase based on prior year increases was built into the budget. Administrative salaries and benefits were budgeted following the Wage Restraint Legislation.

Salaries and benefits budget for 2011-2012 was adjusted for savings from restructuring activities undertaken in 2010-2011.

The 2011-2012 budgets includes \$229K in restructuring costs to be incurred once teaching out the suspended programs is completed.

Included in salaries and benefits for 2011-2012 is \$500K in new positions to support new initiatives.

### ***Program Delivery***

The program budgets were based on staffing requirements set by the program restructuring activity. Program budgets were built on prior year activity and anticipated activity for 2011-2012.

### ***Other Expenditures***

Other expenditures were budgeted based on prior year activity along with reasonable expected increases where applicable.

Facility operating costs for the Parry Sound Campus and Learning Library were built into the budget at \$172K and \$250K respectively.

## **INTERNATIONAL BUDGET PARAMETERS**

### ***Tuition Revenue and Incidental Fees and Related Expenditures***

The international budget is new this year. As mentioned above the budget for international activity will be shown separately from the Operating Budget. The net surplus from this activity will be used to fund new initiatives, capital projects and equipment. The remaining surplus will be transferred to the Operating Budget.

## **NEW INITIATIVES, CAPITAL PROJECTS AND EQUIPMENT BUDGET PARAMETERS**

### ***Revenue***

Revenue in this new budget area will come from the net surplus from the International Budget, revenue generated from new initiatives and carry-over Second Career funding. Approximately 43 Second Career students who have been approved for funding will return for the second year of their program. We have estimated an additional 20 Second Career students will enroll for the 2011-2012 year. Any funding received for these students will be included in this budget.

### ***Information Technology***

Various capital projects are planned for the 2011-2012 budget year such as implementation of on-line payments, online registration for both full-time and part-time activity, SX200 telephone upgrade, wireless network upgrade, Live Exchange/Outlook, kiosks for "Pay for Print", call distribution module, CRM add-on module and HR/Payroll integrated solution.

### ***Marketing***

A special project budget has been established for web content management, social media and web maintenance.

### ***New Program Capital***

New program capital is required for the startup of the Civil Engineering program and Environmental Management program.

### ***College Equipment and Renewal Program (CERF) and Facilities Renewal Program (FRP)***

The status of CERF and FRP funding for 2011-2012 is unknown at this time.. Expenditures will not be budgeted for or incurred until funding is confirmed.

### ***Parry Sound Campus***

We have applied to MTCU for an extension for the Parry Sound project. We have identified expenditures of just over \$1.3 million that would move into fiscal 2011-2012.

This request was as a result of the contractor falling behind due to problems with the structural steel. Completion of the building is anticipated to be mid-May, 2011.

### ***Learning Library***

The Learning Library project is expected to be on-budget and should achieve substantial completion by mid-March, 2011. Grand opening is scheduled for June, 2011.

## **ANCILLARY OPERATIONS BUDGET PARAMETERS**

### ***Paid Parking***

Parking fees will be increased by 3% for 2011-2012, which will result in an increase in parking revenue.

The cost of installing gated parking was included in the 2010-2011 budget, but was not completed due to the difficulty in finding a contractor to do the work. This has been budgeted for again in 2011-2012.

## **RESTRICTED FUND BUDGET PARAMETERS**

### ***Alumni Association***

The Alumni Association budget is based on projected enrolment for 2011-2012 with the target surplus of \$41,000. The activity planned for 2011-2012 does not differ significantly from that of 2010-2011.

### ***Recreation & Leisure Services***

The Recreation and Leisure Services budget is based on projected enrolment for 2011-2012, with a break even target. New in 2012 we will be starting an OCAA Basketball Program. The budget includes marketing material, recruiting efforts, supplies and coaches.

**CANADORE COLLEGE OF APPLIED ARTS AND TECHNOLOGY  
 OPERATING BUDGET 2011-2012  
 SUMMARY OF REVENUE AND EXPENDITURES  
 (000's omitted)**

	<b>Actual 2010-11</b>	<b>Budget 2010-11</b>	<b>Budget 2011-12</b>
<b><u>REVENUE</u></b>			
Ministry of Training, Colleges and Universities			
Post Secondary	\$ 16,246	\$ 16,698	\$ 16,400
Specific Purpose	12,071	11,764	12,028
Training	3,746	3,921	1,924
Corporate and Academic Projects	602	450	450
Student Tuition and Incidental Fees	10,334	9,757	9,129
Contributions - International, Shared and Ancillary Operations	3,741	3,851	4,786
Other Revenue	1,608	495	412
<b>Total Revenue</b>	<b>48,347</b>	<b>46,936</b>	<b>45,129</b>
<b><u>EXPENDITURES</u></b>			
Salaries and benefits	37,225	36,252	35,023
Trainee Allowances and Incentives	18	25	25
Instructional Supplies and Field Work	658	674	630
Utilities and Plant Services	2,362	2,291	2,449
Contracted and Professional Services	4,766	4,497	5,490
General Expenditures and Supplies	2,975	3,285	3,154
Furniture and Equipment Rentals and Purchases	1,034	785	791
Learning Library	-	-	250
<b>Total Expenditures</b>	<b>49,039</b>	<b>47,810</b>	<b>47,812</b>
<b>Excess of Expenditures over Revenue</b>	<b>(692)</b>	<b>(874)</b>	<b>(2,683)</b>
<b>Transfer of Prior Year Deficit</b>	<b>(4,409)</b>	<b>(4,409)</b>	<b>(5,101)</b>
<b>Year-End Deficit</b>	<b>\$ (5,101)</b>	<b>\$ (5,283)</b>	<b>\$ (7,784)</b>

(see Detailed Statements of Revenue and Expenditures)

**CANADORE COLLEGE OF APPLIED ARTS AND TECHNOLOGY  
OPERATING BUDGET 2011-2012  
DETAILED STATEMENT OF REVENUE**

	Actual 2010-11	Budget 2010-11	Budget 2011-12	Notes
<b>MINISTRY OF TRAINING, COLLEGES AND UNIVERSITIES</b>				
<b>Post Secondary</b>				
General Post Secondary	\$ 15,937,876	\$ 16,444,293	\$ 16,166,411	1
KPI Performance Funding	307,955	253,764	233,773	1
<b>Specific Purpose</b>				
Small, Northern and Rural Grant	6,821,808	6,821,808	6,821,808	1
Accessibility Fund for Students with Disabilities	498,591	494,906	531,861	1
Collaborative Nursing	1,948,950	1,690,625	1,948,950	1
Grant in Lieu of Taxes	211,800	229,725	211,800	1
Aboriginal Education & Training Strategy	533,036	517,641	517,641	1
Seven Generations Education Institute	679,100	679,100	679,100	1
Aviation Pilot-Fixed Wing-Aboriginal	1,073,333	1,073,333	1,073,333	1
Reporting Entity Project Funding	34,467	34,323	34,311	1
Clinical Education Funding	269,927	222,356	209,260	2
<b>Training</b>				
Literacy & Basic Skills / Social Assistance	1,074,216	1,082,906	823,950	3
Apprenticeship	799,709	1,100,000	1,100,000	4
Non-Apprenticeship	210,160	210,160	-	5
Second Career Funding	1,662,044	1,528,041	-	6
<b>ACADEMIC SPECIFIC PURPOSE PROJECTS &amp; CORPORATE TRAINING</b>				
Contract Training and Academic Project CTO	601,623	450,000	450,000	7
<b>STUDENT TUITION AND INCIDENTAL FEES</b>				
Full - Time Post Secondary	6,459,760	6,888,539	6,613,155	8
Deferral Fees, Late Fees, Material Fees etc...	108,862	99,850	158,877	8
Part - Time - Continuing Education	914,832	808,000	832,240	9
Incidental Fees	1,467,166	954,248	1,323,680	10
International	1,160,269	821,648	-	11
Professional Pilot Preparedness Program	50,923	30,000	35,000	12
Environmental Course Fees - Nipissing University	27,664	24,360	-	13
Student Set Aside Administration Fee	29,182	30,150	26,056	
Continuing Education Administration Fee	85,853	70,000	95,000	9
Continuing Education Course Material	28,991	30,000	45,000	9
<b>CONTRIBUTIONS - INTERNATIONAL, SHARED &amp; ANCILLARY OPERATIONS</b>				
Nipissing University - Recovery for Shared Facilities	2,841,953	3,049,435	3,197,963	
Student Centre - Recovery for Service	189,460	189,460	194,882	
Student Residence - Distribution of Equity	152,563	85,000	278,108	14
Paid Parking - Admin Fee / Distribution of Equity	153,953	139,958	149,242	14
Cafeteria Commission	254,091	230,000	230,000	
Campus Shop Commission	148,750	157,562	158,000	
International Contribution	-	-	577,993	15

**CANADORE COLLEGE OF APPLIED ARTS AND TECHNOLOGY  
OPERATING BUDGET 2011-2012  
DETAILED STATEMENT OF REVENUE**

	Actual 2010-11	Budget 2010-11	Budget 2011-12	Notes
<b>OTHER REVENUE</b>				
Investment income	12,722	10,000	25,000	16
Sale of Course Products and Services	56,583	55,000	30,000	17
Rental of College Facilities	10,219	8,000	8,000	
Assessment Fees Students with Disabilities	112,040	220,000	120,000	18
Miscellaneous Revenue	1,416,666	201,933	228,713	19
<b>TOTAL REVENUE</b>	<b>\$ 48,347,097</b>	<b>\$ 46,936,124</b>	<b>\$ 45,129,107</b>	

**Notes:**

- 1 GPOG based on MTCU funding formula of three year average enrolment with a two year slip period (2007-08, 2008-09, 2009-10). We have budgeted based on the preliminary funding notice received in April 2011. Other grants are based on 2010-11 actual adjusted for most recent notices of any funding changes.
- 2 Clinical Education funding reduced due to the suspension of the Dental Assisting program.
- 3 LBS additional field support funding provided over the last two years will not continue into 2011-2012. Expenditures have been adjusted to offset the decrease in revenue.
- 4 Apprenticeship funding in 2010-2011 based on actual seat purchase did not reach maximum projected target.
- 5 MTCU has announced that Non-Apprenticeship funding will be discontinued.
- 6 Second Career funding for approximately 43 carryover students and 20 new students will be recorded under a separate budget. The 2010-2011 actual exceeded projected year-end forecast due to enrolment activity under Adult Upgrading that was not included in the forecast.
- 7 In 2010-2011 additional CTO was recognized from ALU contract training projects that were not included in the budget projection.
- 8 Full-Time Post Secondary tuition fees are budgeted based on an enrolment target of 2641 students and Board approved increase to tuition fees.
- 9 Part-time Continuing Education 2011-2012 budget based on growth of 3% over 2010-2011 budgeted revenue. The year end revenue improvement is due to part-time enrolled in regular day time courses.
- 10 Incidental fees include the student transportation fee. Related expenditures are recorded under Contracted Services. This fee was not budgeted for in 2010-2011 as treatment of this fee was unknown at the time of preparing the budget.
- 11 International revenue will be recorded under a separate budget along with corresponding program and administrative expenditures. Net contribution will be recorded in the Operating Budget (see note 13). The 2010-2011 revenue improvement was due to an increase in enrolment by 42 students.
- 12 Actual revenue in 2010-2011 exceeded budget resulting from an increase of 4 students and a tuition fee increase set out in the revised agreement with Essential Helicopters.
- 13 Nipissing University students enrolled in Canadore's Environmental program will now be captured in the College's enrolment count. Tuition and grant revenue recovery from Nipissing University is no longer necessary.
- 14 Paid Parking and Student Residence net contribution is the result of fee increases and inflationary expenditure increases.
- 15 Net contribution from International, New Initiatives, Capital Project, and Equipment Budget.
- 16 Investment income expected to increase this year. Cash flows are expected to improve with the anticipated change in timing of receiving the Small, Northern and Rural Grant from once annually to semi-monthly. Refinancing the Student Residences will also improve the overall College cash position.
- 17 Dining Room sales reduced as a result of academic restructuring.
- 18 Assessment Fees for Students with Disabilities budget has been reduced as this fee no longer supported through the Bursary for Students with Disabilities.
- 19 Additional revenue of \$185K for International Partnership Revenue and Helicopter Lease activity received in 2010-2011. International Partnership Revenue will be captured in the International Budget in 2011-2012. Helicopter Lease revenue not anticipated at this time for 2011-2012.

**CANADORE COLLEGE OF APPLIED ARTS AND TECHNOLOGY  
OPERATING BUDGET 2011-2012  
DETAILED STATEMENT OF EXPENDITURES**

	Actual 2010-11	Budget 2010-11	Budget 2011-12	Notes
<b>SALARIES AND BENEFITS</b>				
<b>Salaries:</b>				
Academic Faculty - Full - Time	\$ 14,850,150	\$ 14,913,677	\$ 13,727,893	
- Part - Time	2,268,683	1,947,379	1,888,964	
Administrative	2,993,318	2,855,859	2,866,820	
Support - Full - Time	8,411,219	8,884,276	8,777,270	
- Part - Time	1,246,461	1,033,561	1,181,101	
Restructuring Costs	930,226	-	229,341	
<b>Total Salaries</b>	<b>30,700,057</b>	<b>29,634,752</b>	<b>28,671,389</b>	
Fringe Benefits	6,524,917	6,616,827	6,351,210	
<b>Total Salaries and Benefits</b>	<b>37,224,974</b>	<b>36,251,579</b>	<b>35,022,599</b>	<b>1</b>
<b>TRAINEE ALLOWANCES AND INCENTIVES</b>				
Support Allowance & Training Incentives	18,236	25,000	25,000	
<b>INSTRUCTIONAL SUPPLIES AND FIELD WORK</b>				
Instructional Supplies	634,429	627,950	585,618	2
Field Work - Student Transportation	24,003	46,500	44,500	3
<b>UTILITIES AND PLANT SERVICES</b>				
Building Maintenance	371,718	258,500	267,650	4
Building Equipment Maintenance	193,708	224,500	226,500	
Grounds Maintenance	29,721	22,000	22,000	
Snow Removal	53,428	45,000	67,500	5
Vehicle Expense	21,867	20,000	20,000	
Electricity	1,055,494	972,200	1,067,200	6
Fossil Fuels	285,935	418,545	468,545	6
Water	75,489	74,108	90,508	6
Refuse Removal	47,436	46,000	46,500	
Premise Rental	226,967	210,596	172,579	7
<b>CONTRACTED AND PROFESSIONAL SERVICES</b>				
Audit	56,341	58,600	56,900	
Professional Fees	81,607	100,000	150,000	8
Contracted Services				
Academic	236,690	242,500	256,520	
Third Party	2,340,142	2,824,412	2,997,045	9
Library	287,410	364,197	370,000	
Other	1,763,985	907,265	1,659,300	10
<b>GENERAL EXPENDITURES AND SUPPLIES</b>				
Insurance Expense	227,351	229,500	234,937	
Interest Expense / Bank Charges	61,225	60,000	60,000	
Long Term Debt	731,806	774,637	777,305	
Interest on Deficit	22,430	25,000	25,000	
Maintenance of Equipment	82,708	119,151	125,220	11
Memberships and Dues	77,607	106,476	105,761	12
Municipal Taxes	211,800	229,725	211,800	
Office Supplies	36,006	52,773	49,755	13
Other Supplies and Expenses	273,595	289,975	285,368	
Postage and Courier	144,199	160,000	160,250	
Professional Development	126,266	103,200	73,915	14

**CANADORE COLLEGE OF APPLIED ARTS AND TECHNOLOGY  
OPERATING BUDGET 2011-2012  
DETAILED STATEMENT OF EXPENDITURES**

	Actual 2010-11	Budget 2010-11	Budget 2011-12	Notes
<b>GENERAL EXPENDITURES AND SUPPLIES (continued)</b>				
Promotion / Public Relations				
Advertising / Marketing	325,330	327,850	332,369	
F/T Recruiting & Special Events	186,705	250,939	201,975	15
Staff Employment / Relocation	51,637	70,000	50,000	
Telecommunications	128,196	185,970	185,878	16
Travel and Conferences	287,998	299,575	274,700	
<b>FURNITURE / EQUIPMENT RENTALS AND PURCHASES</b>				
Equipment Rental	187,373	224,770	228,270	17
Furniture and Equipment Purchases	117,529	21,200	44,373	
Information Technology Purchases	729,473	539,447	518,732	18
<b>NEW FACILITIES</b>				
Library	-	-	250,000	19
<b>TOTAL EXPENDITURES</b>	<b>\$ 49,038,814</b>	<b>\$ 47,809,640</b>	<b>\$ 47,812,072</b>	

**Notes:**

- 1 Academic Salaries and Benefits are projected based on the Collective Agreement in Place for 2011-2012. The Support Staff Collective Agreement expires August 31, 2011. An estimated increase similar to prior increases was built into the budget. Administrative Salaries and Benefits were budgeted following the Wage Restraint Legislation. Salaries and Benefits budget for 2011-2012 was adjusted for savings from restructuring activities undertaken in 2010-2011. As the restructuring was unknown at the time the 2010-2011 budget was approved it did not include restructuring costs. The 2011-2012 budget includes \$229K in costs associated with restructuring costs to be incurred once teaching out the suspending programs is completed. Included in Salaries and Benefits for 2011-2012 is \$500K in new positions to support new initiatives.
- 2 Budgeted Instructional Supplies anticipated to be less than prior years due to restructuring activities.
- 3 Field Work/Student Transportation will be offset by program specific ancillary fees.
- 4 Building Maintenance budget increase due to necessary repairs required to gym floor. This cost is shared with Nipissing University. The 2010-2011 budget was over budget due to expenses generally covered under Facility Renewal Program (FRP) funding was applied to 2010-2011 operating budget.
- 5 Increase in Snow Removal budget due to inflationary increases and the new Parry Sound Campus.
- 6 Increase in Utility budgets due to inflationary increases and the new Parry Sound Campus. The 2010-2011 actual cost of electricity exceeded budget due to colder winter conditions compared to the previous year. The 2011-2012 budget was based on anticipated fuel price increase and was not based on the fuel rate recognized in 2010-2011.
- 7 Premise Rental budget decreased due to the Parry Sound lease terminating mid-year.
- 8 Increase in professional fees due the recruitment efforts required to fill three new Vice President positions in 2011-2012
- 9 Increase in Third Party Payments due to increase in funding for Collaborative Nursing which is shared with Nipissing University. The budget for Collaborative Nursing came in under budget by \$399,880 in 2009-2010 resulting in a savings in 2010-2011.
- 10 Included under Contracted Services is the cost associated with the student transportation fee which is offset by the Student Ancillary Fee revenue. This cost was not budgeted for in 2010-2011. Along with the cost of bus passes not budgeted in 2010-2011 there was also an over expense in Contract Cleaning Services.
- 11 Equipment repairs scheduled in 2010-2011 were deferred to the next fiscal year in order to alleviate the over expenditure in building maintenance.
- 12 Anticipated fee of \$20,000 from the Federated School of Mines membership was cancelled for 2010-2011.

**CANADORE COLLEGE OF APPLIED ARTS AND TECHNOLOGY  
OPERATING BUDGET 2011-2012  
DETAILED STATEMENT OF EXPENDITURES**

**Notes: (Continued)**

- 13 Spending pattern vary based on departmental needs and inventory at the beginning of the year.
- 14 Professional development budget has been decreased. In 2011-2012 a new process will be put in place that provides for professional development that is aligned with our strategic direction.
- 15 The 2011-2012 budget was adjusted to reflect recruiting and special event planning that did not take place in 2010-2011.
- 16 The budget is built on the assumption that new upgrades will be implemented. In 2010-2011 there were no upgrades.
- 17 With the new OCEM copiers in place, rental expense will decrease. There is uncertainty of what the savings will be in 2011-2012 therefore the budget was set at the same level as the 2010-2011 budget.
- 18 Unanticipated Oracle License cost of \$228,000 came in at year-end.
- 19 The Learning Library Facility itemized expenses, such as utilities, have not been determined. Detailed budgeted line items will be determined at a later date.

**CANADORE COLLEGE OF APPLIED ARTS AND TECHNOLOGY  
INTERNATIONAL  
BUDGET 2011-2012**

	Estimated Actual 2010-11	Budget 2010-11	Budget 2011-12	Notes
<b>REVENUE</b>				
Tuition Fees			\$ 1,285,440	1
Incidental Fees			38,277	1
Student Transportation Fees			21,720	2
			<b>1,345,437</b>	
<b>EXPENDITURES</b>				
<b><u>Academic Delivery</u></b>				
Salaries and Benefits			246,523	
Instructional Supplies			8,000	
<b><u>Administration</u></b>				
Salaries and Benefits			236,660	
Travel			38,500	
Recruiting and Special Events			9,000	
Telecommunications			1,000	
Membership and Dues			750	
Contract Services Other			85,000	3
Student Transportation Fees			21,720	2
			<b>647,153</b>	
<b>Surplus</b>			<b>\$ 698,284</b>	<b>4</b>

**Notes:**

- 1 Tuition and Incidental Fees budget based on enrolment target of 120 international students.
- 2 Collection of the Student Transportation Ancillary fee is offset by the related expense.
- 3 Contract Services Other budgeted for fees payable to contracted agencies to recruit international students.
- 4 Surplus transferred to New Initiatives, Capital Projects and Equipment Budget.

***The International Budget shows the student fee revenue along with the corresponding incremental expenses associated with international enrolment.***

**CANADORE COLLEGE OF APPLIED ARTS AND TECHNOLOGY  
 NEW INITIATIVES / CAPITAL PROJECTS / EQUIPMENT  
 BUDGET 2011-2012**

	<b>Budget</b>	<i>Notes</i>
<b>REVENUE:</b>		
Second Career	\$ 545,709	1
International Net Contribution	698,284	2
Kiosk Revenue ("Pay for Print")	24,000	3
	<b>1,267,993</b>	
<b>EXPENDITURES:</b>		
<b>Office of the President:</b>		
Community Outreach	20,000	
Work Study	20,000	
	<b>40,000</b>	
<b>Information Technology:</b>		
Online Payment	70,000	
Online Registration FT	100,000	
Online Registration PT	125,000	
SX200 Tel upgrade	50,000	
Network Upgrade - wireless	50,000	
Live Exchange/Outlook	10,000	
Kiosk for "Pay for Print"	24,000	3
	<b>429,000</b>	
<b>Marketing:</b>		
Web Content Management: Social Media; Maintenance	75,000	
Brand Development	30,000	
	<b>105,000</b>	
<b>Registrar Office:</b>		
Call Distribution Module; Cash Registers, CRM add-on Module	40,000	
<b>New Programs:</b>		
Environmental Management	21,000	
Civil Engineering	30,000	
	<b>51,000</b>	
<b>Human Resources/Financial Services:</b>		
HR/Payroll Integrated Solution	25,000	
	<b>690,000</b>	
<b>Surplus transferred to Operating Budget</b>	<b>\$ 577,993</b>	

**Notes**

- 1 Second Career funding for approximately 43 carryover students and 20 new students is projected under this separate budget.
- 2 Net contribution from International Budget
- 3 Gross revenue anticipated from the "Pay for Print" initiative being introduced in 2011-2012 will offset the capital expenditure required for the equipment.

**CANADORE COLLEGE OF APPLIED ARTS AND TECHNOLOGY  
PAID PARKING  
BUDGET 2011-2012**

	<b>Actual 2010-11</b>	<b>Budget 2010-11</b>	<b>Budget 2011-12</b>	<i>Notes</i>
<b>Revenue:</b>				
Parking Revenue	\$ 570,082	\$ 550,366	566,877	1
Other Revenue	43,250	41,000	41,000	2
Investment Income	2,140	5,000	2,000	3
	<b>615,472</b>	<b>596,366</b>	<b>609,877</b>	
<b>Expenses:</b>				
Salaries, Wages & Benefits	141,743	166,054	141,631	
Supplies	7,170	8,246	8,246	
Administration Fee	23,970	23,970	24,690	
Operating Maintenance	11,116	5,600	9,200	4
Grounds - Maintenance	35,358	20,000	20,000	4
Grounds - Snow Removal	153,919	123,000	123,000	
Bank Charges	7,401	4,750	7,000	5
Equipment Purchase	18,510	70,000	70,000	6
	<b>399,187</b>	<b>421,620</b>	<b>403,767</b>	
<b>Surplus</b>	<b>\$ 216,285</b>	<b>\$ 174,746</b>	<b>\$ 206,110</b>	7

**Distribution of Equity**

Distribution of Equity - Canadore	\$ 129,984	\$ 110,988	\$ 124,552
- Nipissing	86,301	63,758	81,558
	<b>\$ 216,285</b>	<b>\$ 174,746</b>	<b>\$ 206,110</b>

**Notes:**

- 1 Parking Revenue will increase due to a 3% increase in parking rates.
- 2 Other Revenue is generated from parking tickets issued for unauthorized parking.
- 3 Investment Income budget reduced to more accurately reflect current interest rates offered in the market.
- 4 Operating and Grounds Maintenance was over budget in 2010-2011 due to the ongoing maintenance required on our gravel parking lots, and maintenance on the parking lots required by the high volume of traffic and construction this year.
- 5 Bank Charges exceeded budget in 2010-2011, and was increased for the 2011-2012 budget as more students are using credit and debit cards to pay for their parking passes.
- 6 Budgeted in 2010-2011 was the cost of gated parking. We have not been successful in securing a contractor to install these gates, but will continue the process in 2011-2012. The 2010-2011 Equipment Purchase was for new parking meters, as the existing ones require upgrading.
- 7 Distribution of Education Centre surplus is shared with Nipissing University. The Aviation and Commerce Court locations surplus is retained by Canadore.

**CANADORE COLLEGE RESTRICTED FUND  
ALUMNI ASSOCIATION  
BUDGET 2011-2012**

	<b>Budget 2010-11</b>	<b>Budget 2011-12</b>	Notes
<b>Revenue:</b>			
Student Alumni Fee	\$ 76,875	\$ 79,000	1
Affinity Partnership Programs	25,000	22,000	2
Golf Tournament	23,000	23,000	
Chronicle Advertising	3,000	3,500	
Family Picnic/Cruise	2,500	2,500	
Framing Program	9,000	9,000	
Chapter Events	2,500	2,500	
Stress Kit	1,200	1,200	
Warm Up To Winter	8,000	9,000	
Convocation Flowers	750	750	
	<b>151,825</b>	<b>152,450</b>	
<b>Expenses:</b>			
Contract for Services	45,000	45,000	3
Promotion and Special Events	20,300	21,500	
Community Events	5,000	5,000	
Framing	6,500	6,500	
Golf Tournament	12,300	12,300	
Family Picnic/Cruise	2,500	2,500	
Campus Activities	8,000	8,000	
Other Expenses	1,900	1,900	
Postage and Courier	200	-	
Publications and Materials	4,000	2,000	
Travel	6,000	6,000	
	<b>111,700</b>	<b>110,700</b>	
<b>Surplus</b>	<b>\$ 40,125</b>	<b>\$ 41,750</b>	

**Notes:**

- 1 Fees calculated on expected enrolment level for 2011-2012.
- 2 Affinity partnership with Johnson Insurance, MBNA and Canada Life.
- 3 Support staff contracted from Canadore Advancement and Alumni Department.

**CANADORE COLLEGE RESTRICTED FUND  
RECREATION & LEISURE SERVICES  
BUDGET 2011-2012**

	<b>Budget 2010-11</b>	<b>Budget 2011-12</b> <i>Notes</i>
<b>Revenue:</b>		
Student Athletic Fee	\$ 250,000	\$ 304,409 <sup>1</sup>
Campus Recreation Fee	27,400	26,370
Special Projects	11,000	12,340
Donations / Sponsorship	11,200	10,200 <sup>2</sup>
Miscellaneous Sales	276	300
Prior Year Surplus	35,000	10,000
	<b>334,876</b>	<b>363,619</b>
<b>Expenses:</b>		
Salaries - Administration	47,545	48,730
Salaries - Full Time Support	68,809	71,682
Fringe Benefits	28,122	29,587
Equipment Rental/Supplies	14,020	14,140
Team Travel	60,180	59,070
Miscellaneous Supplies	1,400	1,500
Advertising / Promotion	2,660	2,960
Promotion / Special Events / Awards	11,900	12,500
Membership Dues - OCAA	32,260	31,405
Contract Services - Officials	30,300	31,600
Third Party Payment	-	4,577 <sup>3</sup>
Facility Rental	31,500	27,800
OCAA Basketball Program	-	20,645 <sup>4</sup>
Uniform Rental	1,000	-
Sport Equipment	5,180	7,423
	<b>334,876</b>	<b>363,619</b>
	<b>\$ -</b>	<b>\$ -</b>

**Notes:**

- 1 Fees calculated on expected enrolment level for 2011-2012. In an effort not to exceed spending in prior years, revenue was based on conservative historical enrolment levels. The actual results for 2010-2011 is expected to
- 2 Revenue from community sponsors.
- 3 Athletic fees collected from students attending classes at Seven Generation Educational Institute will be transferred to them to support athletic activities at that facility.
- 4 New in 2012 will be an OCAA Basketball program. The budget includes marketing materials, recruiting efforts, supplies and coaches.