



CAMBRIAN
COLLEGE

Business Plan 2011-2012

Cambrian College of Applied Arts and Technology



Table of Contents

Introduction	2
Action Plans	3
External Factors	8
Budget Commentary	9
Investing in the Future.....	9
Conclusion	10
2011-2012 Budget.....	11
Contact Us	33



Introduction

In accordance with Section 8 of O. Reg.34/03 under the *Ontario Colleges of Applied Arts and Technology Act, 2002*, Cambrian College of Applied Arts and Technology is pleased to present its 2011-2012 Business Plan.

Included in this Plan is Cambrian's Strategic Plan which was approved in June 2009. This business plan was prepared on the foundation of this plan and its underpinning principles.

In order to track our progress towards achieving the goals, Cambrian has developed an updated set of institutional performance indicators. These indicators, which have been incorporated into our newest balanced scorecard, not only gauge our progress but also represent our continued commitment to quality and accountability. Our scorecard serves as a vehicle to communicate our strengths, our challenges, and our opportunities to internal and external stakeholders, as well as to the broader community. A copy of this scorecard will be forwarded in September 2011 upon Board approval.

The 2011-2012 Business Plan is available for download from the College's website at www.cambriancollege.ca or can be emailed free of charge upon request by contacting Cambrian College.



Action Plans

As part of *Strategic Plan 2009 – 2014* (Appendix A), the College approved the 2010-2011 College Action Plans which will guide the College's activities during this fiscal year.

The 2011-2012 College Action Plans will focus on the following areas for this fiscal year:

- **Generate innovative growth by**
 - Increasing overall college enrolment, including traditionally underrepresented groups.
 - Developing distinction in specific program areas that meet local and provincial industry needs.
 - Expanding internationalization of the college campus.
 - Building bridges to advance learning.
- **Shape opportunity by**
 - Delivering learning in diverse/flexible ways that meet the needs of all our learners.
 - Pursuing applied research that enhances learning, and economic and community development.
- **Foster success by**
 - Providing an inclusive, safe and supportive environment for a community of diverse learners and employees.
 - Encouraging personal and professional growth.
- **Administrate by**
 - Implementing effective financial management processes aimed at ensuring Cambrian's sustainable, long-term, financial health.
 - Expanding existing and developing new ancillary revenue streams.
 - Leveraging technology for optimal institutional research, planning and evaluation.
 - Increasing facilities capacity to meet growth needs.

Within each of these key areas, the 2011-2012 College Action Plans identifies the projects/strategies to be undertaken, the specific activities and indicators, the desired outcomes, and the impacts/changes on the College.

The 2011-2012 budget was prepared in concert with the 2011-2012 College Action Plan.



Business Plan 2011-2012

Outcome: *Generate Innovative Growth*

Goal	Tactic	2011/12 Results
1. Increase overall college enrolment, including traditionally under-represented groups.	<ul style="list-style-type: none"> • Develop a Strategic Enrolment Management (SEM) Plan . • Implement a strategic recruitment plan from the SEM to include initiatives targeting traditionally underrepresented groups, as well as the general population. 	<ul style="list-style-type: none"> • 2% overall college enrolment growth • 1% Yield rate increase • 1% increase in each under represented group • All targets will be measured using September 2012 enrolment
2. Develop distinction in specific program areas that meet local and provincial industry needs.	<ul style="list-style-type: none"> • Develop and submit for approval 3 new programs to be offered in 2011 and 3 new programs for 2012, in areas of distinction. 	<ul style="list-style-type: none"> • 2011 – increase enrolment in areas of distinction by 120 • 2012 – increase enrolment in areas of distinction by 120
3. Expand internationalization of the college campus.	<ul style="list-style-type: none"> • Implement 3 new internationalization strategies on campus. • Establish one new partnership for overseas delivery of programs. • Implement International Recruitment Plan. 	<ul style="list-style-type: none"> • 10% increase in international student enrolment • All targets will be measured using September 2012 enrolment
4. Increase retention of first year students.	<ul style="list-style-type: none"> • Develop SEM Plan. • Implement 3 new strategies to retain students from the SEM Retention Plan. 	<ul style="list-style-type: none"> • 2% improvement in retention rate of students from first to second semester and 1% retention rate improvement for students from first to second year
5. Build bridges to advance learning.	<ul style="list-style-type: none"> • Develop a Credit Transfer Plan. 	<ul style="list-style-type: none"> • 3 new collaborative agreements/projects with other postsecondary institutions

Mission Statement – **We lead** with our commitment to diverse learners. **We teach** and learn through quality education that responds to the needs of the community. **We balance** hands-on experience with the knowledge and skills essential for personal and professional success.



Business Plan 2011-2012

Outcome: *Shape Opportunity*

Goal	Tactic	2011/12 Results
1. Deliver learning in diverse/flexible ways that meet the needs of all our learners.	<ul style="list-style-type: none">• Implement second year of three year e-learning plan.<ul style="list-style-type: none">- Virtual- e-Learning- Hybrid	<ul style="list-style-type: none">• Two additional complete programs will be available fully on line• Virtual classroom delivery in 2 programs
2. Pursue applied research that enhances learning and economic and community development.	<ul style="list-style-type: none">• Support a culture for innovation and applied research.• Advance applied research and scholarship within curricula.	<ul style="list-style-type: none">• Provide 2 PD opportunities for faculty• Implement plan for the development of HQSP• Engage students in 3,000 hours of applied research• Engage faculty in 2,250 hours of applied research• Integrate AR opportunities (student research hours) into new program curricula

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Business Plan 2011-2012

Outcome: *Foster Success*

Goal	Tactic	2011/12 Results
1. By providing an inclusive, safe and supportive environment for a community of diverse learners and employees.	<ul style="list-style-type: none">• SEM Plan • Practice Emergency Preparedness Plan.	<ul style="list-style-type: none">• 2% increase in the number of students who report they were satisfied or very satisfied with the concern of people at the college for their success; Target measured in KPI survey – May 2012• 3 practices completed
2. By encouraging personal and professional growth.	<ul style="list-style-type: none">• Individual growth plans• Workshops and speakers• Leadership and Community skills building	<ul style="list-style-type: none">• Stronger management team• 70% of staff achieving their growth goals

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Business Plan 2011-2012

Outcome: Administrative Action Plans

Goal	Tactic	2011/12 Results
1. Implement effective financial management processes aimed at ensuring Cambrian's sustainable, long-term, financial health.	<ul style="list-style-type: none">• Control measures for budget holders.• Reduce services and delivery costs.• Implement responsibility-centered budgeting	<ul style="list-style-type: none">• Operational reserve equal to 10% of annual revenues by 2013; Target to be measured 2013
2. Expand existing and develop new ancillary revenue streams.	<ul style="list-style-type: none">• Create partnerships with local and GTA businesses.• Develop skills of ancillary business managers.	<ul style="list-style-type: none">• Positive net return from fully-burdened ancillary businesses• Target<ul style="list-style-type: none">- break even 2011 (\$1M improvement)-Net return \$1M for 2012
3. Leverage technology for optimal institutional research, planning and evaluation.	<ul style="list-style-type: none">• Implement new Student Information System.• Achieve IT equipment redundancy.• Provide customer relationship management training for IT.• Manage change through Information Systems Steering Council.	<ul style="list-style-type: none">• Flawless start-ups• Improved access and interactivity for students and staff to College information
4. Increase facilities capacity to meet growth needs.	<ul style="list-style-type: none">• Use PPPs• P3 Canada	<ul style="list-style-type: none">• 1 build/lease project in 2012• 1 innovative P3 by 2014

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External Factors

The analysis and preparation for the 2011-2012 operating budget began in August 2010. Our analysis revealed an initial budget shortfall of \$5.2 million. This shortfall was the result of a number of factors including reductions in provincial grants, the continued low performance of ancillary revenues due to an economic downturn, scheduled labour salary increases, and increasing energy costs.

1. Labour Budgetary Pressures

Like other Community Colleges in the province, 74% of our total expenditures are committed to salaries and benefits, leaving 26% for non-salaried expenditures. Given that a large portion of the non-salaried allocation is consumed by utilities and other committed costs, the College has very little discretionary spending. Support staff salary increases totalling 7% are required under the terms of the current collective agreement and have been factored into our 2011-2012 operating plan. This includes a 3% cost of living increase, a 3% increase for those not already at the top of their pay band, and 1% cash bonus. The academic employee's collective agreement will result in scheduled salary increases totalling 4.75% for those not at the top of their respective pay band.

2. Provincial Grant Changes

Changes to the provincial grant structure were announced April 2009. The Interim Funding formula was replaced with a 2-year "base plus growth" funding model. The Growth Fund is only accessible by those colleges experiencing growth and is based on a sliding average which results in current year growth not being funded until two years after it actually occurs.

In addition, the Ministry has advised the College that it is ending Non-apprenticeship funding this year which will result in a \$1.8 million loss to Cambrian College.

3. Energy Costs

Pressure continues to expand our overall footprint in terms of the total square footage that the College requires to deliver our goods and services. A new 23,000 sq. ft. Sustainable Energy Centre will open its doors in September 2011. This expanded footprint, along with the ever increasing energy costs, has a significant impact on the operating budget as more and more budget dollars need to be allocated to energy and energy related items.

4. Deferred Maintenance

Deferred maintenance remains and continues to grow as a major challenge for the College with aging buildings and infrastructure. We received some assistance in this area in the



form of a Facility Renewal Grant however this provides the college with less than \$200,000 to maintain Cambrian's one million square foot facility.

Budget Commentary

This budget year proved to be an even greater challenge than last year in presenting a realistic, balanced budget to our Audit Committee and Board, as the gap continues to widen between revenues and expenses. In an attempt to proactively address future budgetary pressures, the college introduced a three year budget forecast in FY10/11 and will continue to hold budget holders accountable for their departments' financial performance with the introduction of Responsibility Centered Budgeting. This will provide a better understanding of the budget driving forces and enable us to develop long-term, sustainable financial strategies.

Investing in the Future

The success of the College's cost cutting initiatives enabled the College to create a \$1.4 million reserve fund to stimulate future growth and development. This fund will support marketing and advertising initiatives, recruiting projects, the development of online courses and staff professional development. These investments will foster the enrolment growth needed to secure the government growth grant and ensure that college administrators, faculty and staff possess the skills and competencies needed to ensure student retention and success.



Conclusion

The Business Plan for 2011-2012 is the collective result of hard work and dedicated efforts at all levels of budget responsibility. The process continues to be very challenging with limited alternatives available to solve our gaps between revenues and expenditures.

The enclosed plan is responsible and prudent in light of what the College is trying to achieve in the short and medium term, with adequate reserves to provide time to adjust to our new realities in terms of funding mechanisms, activity levels and community expectations.

The budget, our business plan and potential opportunities are top of mind on a daily basis as we go about our responsibilities of delivering current curriculum, in a timely manner and on a safe, clean and proud campus.



2011-2012 Budget

STATEMENT OF OPERATIONS (Budget & Interim Reporting)

FOR COLLEGE: Cambrian College of Applied Arts and Technology

FOR THE PERIOD: April 1, 2011 -March 31, 2012

PREPARED BY: Helene Desbiens-Helmes, Manager, Budget and Financial Reporting, (705) 566-8101 ext 7545

Enter full Dollar value

Account Number	Account Name	Account grouping	Ref. No. for Assumptions	GRE Amount	Account Total	Sub-Class Total	Class Total
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Revenues

4	Revenues						73365414
41	Grant Revenue					44719523	
41105	Grants - Operating	41104, 41105			43519523		
	Non GRE	Government Grants Other		190000			
	30 Ministry of Training, Colleges and Universities	General Purpose Operating Grant		21822615			
	30 Ministry of Training, Colleges and Universities	Performance Funding		361162			
	30 Ministry of Training, Colleges and Universities	Bachelor of Nursing		1500000			
	30 Ministry of Training, Colleges and Universities	Northern & Rural		6655651			
	30 Ministry of Training, Colleges and Universities	Special Needs		1329855			
	30 Ministry of Training, Colleges and Universities	Premise Rental		85200			
	30 Ministry of Training, Colleges and Universities	Apprenticeship Non-Funded		837000			
	30 Ministry of Training, Colleges and Universities	Aboriginal Education Strategy		722560			
	30 Ministry of Training, Colleges and Universities	Municipal Taxes		325875			
	30 Ministry of Training, Colleges and Universities	Second Career Grant		1407561			
	30 Ministry of Training, Colleges and Universities	Literacy & Basic Skills		1312921			



Business Plan 2011-2012

	30 Ministry of Training, Colleges and Universities	Apprenticeship Programs		452038	
	30 Ministry of Training, Colleges and Universities	COOP Apprenticeship		3011500	
	30 Ministry of Training, Colleges and Universities	Employment Services		1924976	
	30 Ministry of Training, Colleges and Universities	Womans Campus Safety		23887	
	30 Ministry of Training, Colleges and Universities	Reporting Entity Project		37007	
	30 Ministry of Training, Colleges and Universities	Summer Transition		67500	
	30 Ministry of Training, Colleges and Universities	Access First Generation		338000	
	30 Ministry of Training, Colleges and Universities	TP PFIMB - Transition Funding		1114215	
	Insert rows above for add'l GRE's, copy row from above and update				
41106	Grants - Capital	41106			1200000
	30 Ministry of Training, Colleges and Universities			1200000	
	GRE amount - Input GRE Number & Name				
	GRE amount - Input GRE Number & Name				
	Insert rows above for add'l GRE's, copy row from above and update				
41205	Provincial Operating Grant - Repayment of Prior Year	41205			0
	Non GRE				
	GRE amount - Input GRE Number & Name				
	GRE amount - Input GRE Number & Name				
	Insert rows above for add'l GRE's, copy row from above and update				
41210	Provincial Capital Grants - Repayment of Prior Year	41210			0
	Non GRE				
	GRE amount - Input GRE Number & Name				
	GRE amount - Input GRE Number & Name				
	Insert rows above for add'l GRE's, copy row from above and update				
42	Tuition and Other Student Fees				14046966
42101	Tuition summary	42101 TO 42201		14046966	
43	Ancillary Revenue				4390851
43101	Ancillary Revenue summary	43101 to 43299		4390851	

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Business Plan 2011-2012

49	Other Revenue (Sub-Class)				10208074
49101	Service Fees summary	49101 to 49193			
49201	Donations summary	49201 to 49299			
49301	Gain/Loss on Sale of Assets/Inventory	49301 to 49504			
49902	Investment/Interest Income	49902, 49906			108000
49903	Revenues Transferred from Restricted Funds	49903			
49904	Amortization of Deferred Capital Contributions	49904			4,240,018
	Non GRE				
	GRE amount - Input GRE Number & Name				
	GRE amount - Input GRE Number & Name				
	Insert rows above for add'l GRE's, copy row from above and update				
49905	Unrealized gain/loss - MTM Adjustment	49905			
49999	Other Revenue (general) summary	49901,49907, 49908, 49999			5860056

Expenses

5	Expenses				73365414
51	Salaries & Wages				40397944
51201	Salaries & Wages	51101 to 51320		40397944	
52	Employee Benefits				9399714
52201	Employee Benefits	52101 to 52339 (Exclude 52131, 52231, 52331)		9399714	
52231	Benefits - CAAT Pension contributions	52131, 52231, 52331			
52901	Employee Future Benefits	52901 to 52905			
53	Supplies & General Admin				8243352
53101	Supplies & General Admin summary	53101 to 53199 (except 53111)		8243352	
53111	Interest on other than debt	53111			
55	Utilities, Maintenance and Taxes				4397076
55101	Utilities summary	55101 to 55114		1914948	

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Business Plan 2011-2012

55201	Maintenance summary	55201 to 55231	
55301	Taxes summary	55301 to 55303	
56	Furniture & Equipment		
56101	Furniture/Equipment Purchases	56101 to 56109	
56201	Furniture/Equipment Rentals	56201 to 56209	
58	Ancillary Services - Expenditures		
58101	Ancillary Services - Expenditures summary	58101 to 58299	
59	Other Expense		
59203	Flow-Through Expenditures summary	59201 to 59204	
59301	Amortization - Long Term Assets	59301, 59302	
59401	Other Contract Services summary	59401 to 59403	
59902	Student Assistance summary	59902, 59903, 59904	
59905	Long Term Debt Interest	59905	
59906	Marked to Market - Loss	59906	
59999	Other Miscellaneous Expenses summary	59999	

2156253
325875
1742026
475075
1266951
295500
295500
8889802
206600
4,240,018
1562248
950000
1786936
144000

(Surplus)/Deficit

Class totals (5 - 4)

0

END OF STATEMENT OF OPERATIONS



**STATEMENT OF FINANCIAL POSITION (Original Budget Reporting)
FOR COLLEGE: Cambrian College of Applied Arts and Technology
FOR THE PERIOD: April 1, 2011 -March 31, 2012**

**Totals which are
formula driven**

input cell

PREPARED BY: *Helene Desbiens-Helmes, Manager, Budget and Financial Reporting, (705) 566-8101 ext 7545*

Enter full Dollar value

Account Number/ Cluster	Account Name	Account grouping	Ref. No. for Assumptions	GRE amount	Closing balance
1	Assets				118,777,014
11	Cash and Cash Equivalents				24,035,737
11101	Cash (including short term Investments)	11101, 11103			23,401,872
11102	Cash in Trust	11102, 11105			528,947
11104	Short Term Investment - MTM adj.	11104, 11106			0
11220	Inventory and Assets Held for Sale	11205 to 11220, 11305			104,918
12	Accounts Receivable				4,588,080
12101	Other Accounts Receivable	12101, 12103, 12104, 12199, 12210, 12215			3,787,049
12102	Grants Receivable	12102 , 12205			801,031
	Non GRE				
	GRE amount - Input GRE Number & Name				
	GRE amount - Input GRE Number & Name		030 Ministry Training, College & University	801,031	
	Insert rows above for add'l GRE's, copy row from above and update				



Business Plan 2011-2012

13	Other Current Assets			715,458
13903	Current portion of Long Term Receivables	13903		237,881
13904	Current portion of Loans & Advances Receivable	13904		0
13998	MTM Adjustments - MTM Adj.	13998, 13997		0
13999	All other current assets, including inventory	13105 to 13120, 13901 , 13999		477,577

14	Other Long Term Assets			13,048,329
141	Other Long Term Assets			2,852,184
14102	Loans and Advances Receivable	14102, 14104		179,610
14103	Other Long Term Receivables & Assets	14103, 14105, 14199		2,672,574
	Non GRE		2,672,574	
	GRE amount - Input GRE Number & Name			
	GRE amount - Input GRE Number & Name			
	Insert rows above for add'l GRE's, copy row from above and update			

143	Investments			10,196,145
14310	Investments Greater than 90 Days < 1 year	14310		0
14315	Investments - Greater than 1 year	14315		9,849,745
14320	Investments - Mark to Market in year Adj.	14320, 14321		346,400

15	Capital Assets			120,796,319	76,389,41
151	Land	15101 to 15106		159,066	0
152	Site Improvements	15201 to 15205		1,222,865	159,066
153	Building	15301 to 15305		100,870,568	543,642
154	Furniture and Equipment	15401 to 15405		3,478,260	62,659,65
155	IT	15501 to 15505		0	1
					1,420,201
					0

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Business Plan 2011-2012

156	Construction in Progress (CIP)	15601 to 15606	
159	Other Capital Assets	15901 to 15905	

4,460,594
10,604,966

4,460,594
7,146,256

Ending Balance

16	Accumulated Amortization		
162	Accum Amort - Site Improve	16201 to 16204	
163	Accum Amort - Bldg	16301 to 16304	
164	Accum Amort - Furniture & Equipment	16401 to 16404	
165	Accum Amort - Info Tech	16501 to 16504	
169	Accum Amort - Other Asset	16901 to 16904	

-44,406,909
-679,223
-38,210,917
-2,058,059
0
-3,458,710

2	Liabilities		
21	Bank Indebtedness		
21101	Bank indebtedness	21101	

104,189,052
0

22	Accounts Payable and Accrued Liabilities		
22101	Accrued Payables, Payroll & Vacation Pay	22101 + 22102 + 22103	
22104	Accrued Interest on Debt	22104	

20,598,366
11,919,077
260,795

	Non GRE		
	GRE amount - Input GRE Number & Name		
	GRE amount - Input GRE Number & Name		
	Insert rows above for add'l GRE's, copy row from above and update		

22105	Current portion of Long Term Public Debt	22105	
22106	Current portion of Capital Leases	22106	
22107	Current portion of Long Term Non-Public Debt	22107	
22108	Grants Payable and Repayable (GRE)	22108	

671,881
90,581
7,656,032
0

	Non GRE		
	GRE amount - Input GRE Number & Name		
	GRE amount - Input GRE Number & Name		
	Insert rows above for add'l GRE's, copy row from above and update		

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22110	All Other AP & Accrued Payables	22109 + 22110 + 22111							
						Demand Loans - Current portion	Demand Loans - Newly acquired	Demand Loans - Repayments	Demand Loans - opening balance (less current portion)
22120	Demand Loans	22120 to 22123			0	22121	22122	22123	22120
	Non-GRE				0				
	GRE amount - Input GRE Number & Name			0					
	GRE amount - Input GRE Number & Name			0					
	Insert rows above for add'l GRE's			0					

For Deferred Revenue, Restricted Contributions and Deferred Capital Contributions, input amounts in Columns G through K

					Additions / Receipts	Interest	Transfer to Statement of Operations	Disposal or Adjustment	Opening balance As per Audited statement	
					23102	23103	23104	23105 /7 /8 /9	23101	
23	Deferred Revenue				4,437,367					
231	Non-GRE (Other than MTM in year Adj.)	23101 to 23109			2,335,711	7,658,005	0	7,536,187	0	2,213,893
	GRE amount - Input GRE Number & Name			0						
	GRE amount - Input GRE Number & Name			0						
	Insert rows above for add'l GRE's			0						
23108	DR - MTM in year Adj.	23110								
					<u>Ending Balance</u>		<u>Opening Balance</u>			

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Business Plan 2011-2012

23201	Deferred Tuition Revenue	23201 to 23299, excluding 23281 & 23289	
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	23289	23281
2,101,656	-	2,194,469

24	Other Liabilities		
24105	Liability from Derivatives at Cost (Swaps)	24105	
24106	Other Liability from Derivatives - MTM in year adj.	24106, 24107	
24199	Other Long Term Liabilities	24199	

1,885,646

24202	Obligations for Retirement Benefits	24201 to 24212	
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1,885,646

25	Restricted Contributions		
25106	Non-GRE(Other than MTM in year Adj.)	25101 to 25108	
	GRE amount - Input GRE Number & Name		0
	GRE amount - Input GRE Number & Name		0
	Insert rows above for add'l GRE's, copy row from above and update		0

	Additions / Receipts	Interest	Transfer to Statement of Operations	Disposal or Adjustment	Opening balance As per Audited statement
	25102	25103	25104	25105 /6 /7 /8	25101
2,945,956					
2,945,956	4,169,917	0	3,770,879	-	2,546,918

25109	Restricted Contributions - MTM in year Adj.	25109	
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261	Deferred Capital Contributions		
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	Additions / Receipts	Interest	Transfer to Statement of Operations	Disposal or Adjustment	Opening balance As per Audited statement
	26102	26103	26104	26105 /6 /8 /9	26101
50,356,820					

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Business Plan 2011-2012

26106	Non-GRE(Other than MTM in year Adj.)	26101 to 26109 (except 26107)			50,356,820	8,563,300	0	-	2,568,825	88,366	44,273,979
	GRE amount - Input GRE Number & Name			0							
	GRE amount - Input GRE Number & Name			0							
	Insert rows above for add'l GRE's, copy row from above and update				0						

26107	DCC - MTM Adjustments	26107			
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262	Deferred Capital Contributions-Unspent-Third Parties				0	26202	26203	26204	26205 /6 /8 /9	26201
26201	Non-GRE	26201 to 26208 (except 26207)			0					
	GRE amount - Input GRE Number & Name			0						
	GRE amount - Input GRE Number & Name			0						
	Insert rows above for add'l GRE's, copy row from above and update				0					

26209	DCC - Unspent - Third Party - MTM In year Adj.	26207			
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271	Capital Leases				2,329,683	27102	27103	27101
27101	Capital Leases-Opening Balance (less current portion)	27101 to 27103			2,329,683	0	-177,225	2,506,908
	GRE amount - Input GRE Number & Name			0				
	GRE amount - Input GRE Number & Name			0				
	Insert rows above for add'l GRE's, copy row from above and update				0			

Debt Acquired Debt Retired Opening balanceAs per Audited statement Cross-Check



Business Plan 2011-2012

28		Debt			21,635,214	28102	28103	28101	Total Debt	
28101	Public Debt Opening Balance (less current portion)	28101 to 28103			8,464,052	0	-1,321,068	9,785,120	0	9,135,933
28201	Non-Public Debt Opening Balance (less current portion)	28201 to 28203			13,171,162	0	-8,283,444	21,454,606	0	20,827,194
	Non GRE									
	GRE amount - Input GRE Number & Name									
	GRE amount - Input GRE Number & Name									
	Insert rows above for add'l GRE's, copy row from above and update									
28301	Unamortized Foreign Exchange Gains/Losses	28301								
3	Net Asset				14,591,548					
31	Unrestricted Net Assets				-2,783,488					
31101	Unrestricted Net Assets	31101			3,152,423					
31104	Vacation, Sick Leave, Future Employee Benefit	31102 + 31103 +31104			-5,132,784					
31105	Financial Instruments Adjustment	31105			-1,223,694					
31106	Prior Period & Other Adjustments to Equity	31106 + 31107			0					
31108	Financial Instruments Adjustment (OCI) – MTM In-year Adj.	31108			420,567					
32	Internally Restricted Net Assets				3,452,745					
32101	Internally Restricted Net Assets	32101 + 32102			3,452,745					
32103	Internally Restricted Net Assets – MTM In-year Adj.	32103								
33	Investment in Capital Assets				7,949,948					
33101	Invested in Capital Assets	33101			7,949,948					
						Receipts	Interest	Disbursements	Transfers or Adjustments	Opening balance As per Audited statement
34	Endowments				5,972,343	34102	34103	34104	34105 /6	34101

Mission Statement – We lead with our commitment to diverse learners. **We teach** and learn through quality education that responds to the needs of the community. **We balance** hands-on experience with the knowledge and skills essential for personal and professional success.



Business Plan 2011-2012

34102	Endowments (other than MTM in year Adj.)	34101 to 34106			5,972,343	1,896,795	0	- 1,367,712	0	5,443,260
	GRE amount - Input GRE Number & Name			0						
	GRE amount - Input GRE Number & Name			0						
	Insert rows above for add'l GRE's, copy row from above and update			0						

34107	Endowment Contribution - MTM in year Adj.	34107								
-------	---	-------	--	--	--	--	--	--	--	--

					Receipts	Interest	Disbursements	Transfers or Adjustments	Opening balance As per Audited statement
35	<i>Externally Restricted (Net Assets)</i>				35102	35103	35104	35105 /6 /7 /8	35101
35101	Externally Restricted (Net Assets) (O/T MTM in year Adj.)	35101 to 35108		0					
	GRE amount - Input GRE Number & Name			0					
	GRE amount - Input GRE Number & Name			0					
	Insert rows above for add'l GRE's, copy row from above and update			0					
35109	Restricted Contributions (Net Assets) - MTM in year Adj	35109							



STATEMENT OF CAPITAL FUNDING (Budget & Interim Reporting)

FOR COLLEGE: Cambrian College of Applied Arts and Technology
FOR THE PERIOD: April 1, 2011 -March 31, 2012

PREPARED BY: Helene Desbiens-Helmes, Manager, Budget and Financial Reporting, (705) 566-8101 ext 7545

FUNDING	ACCOUNTING
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Land

Enter full Dollar value

Fiscal Year	Funding source	Provincial Grants (Capital)	Provincial Grants (Operating)	Third Party Contribution	Third Party Borrowing	Other source	Not required to be filled	Additions (Value)	Amount to be capitalized	Additional Comments
<i>Sample</i>	<i>FRP</i>	<i>75,000,000</i>	<i>2,000,000</i>	<i>10,000,000</i>	<i>5,000,000</i>	<i>8,000,000</i>		<i>100,000,000</i>	<i>100,000,000</i>	
2010-11 (actual)								0		
2011-12								0		
2012-13								0		
2013-14								0		
2014-15								0		
2015-16								0		

Construction in Progress

Enter full Dollar value



Business Plan 2011-2012

Fiscal Year	Funding source	Provincial Grants (Capital)	Provincial Grants (Operating)	Third Party Contribution	Third Party Borrowing	Other source	Not required to be filled	Additions (Value)	Amount to be capitalized	amount to be expensed	Transfers out to In-Service Assets <i>Note 1.</i>	Additional
<i>Sample</i>	<i>FRP</i>	75,000,000	2,000,000	10,000,000	5,000,000	8,000,000		100,000,000	90,000,000	10,000,000	-	<i>to be amortized in 2009</i>
2010-11 (actual)	SCIP	3,712,899					SECE	3,712,899	3,712,899			
2011-12	Donations			1,293,457			SECE	1,293,457	1,293,457			
2011-12	NOHFC			1,000,000			SECE	1,000,000	1,000,000			
2011-12								0				
2012-13								0			6,754,051	
2013-14								0				
2014-15								0				
2015-16								0				

1. For each respective year, please enter the total value of CIP to be transferred to "in- service" asset class ; This amount should be equal to total value of the CIP transferred in to "in-service" asset class

Site Improvements

Enter full Dollar value

Fiscal Year	Funding source	Provincial Grants (Capital)	Provincial Grants (Operating)	Transfers from CIP	Third Party Contribution	Third Party Borrowing	Other source	Additions (Value)	Amount to be capitalized	amount to be expensed	First amortized in (fiscal year)	Amortization periods (No. of Years)
<i>Sample</i>	<i>FRP</i>	75,000,000	2,000,000	10,000,000	10,000,000	5,000,000	8,000,000	110,000,000	90,000,000	20,000,000	2008-09	
2010-11 (actual)	Operating		76,620					76,620	76,620		2010-11	
2011-12								0				
2012-13								0				
2013-14								0				
2014-15								0				
2015-16								0				

Buildings (including major renovations)

Mission Statement – We lead with our commitment to diverse learners. We teach and learn through quality education that responds to the needs of the community. We balance hands-on experience with the knowledge and skills essential for personal and professional success.



Business Plan 2011-2012

Enter full Dollar value

Fiscal Year	Funding source	Provincial Grants (Capital)	Provincial Grants (Operating)	Transefers from CIP	Third Party Contribution	Third Party Borrowing	Other source	Additions (Value)	Amount to be capitalized	amount to be expensed	First amortized in (fiscal year)	Amortization periods (No. of Years)
Sample	FRP	75,000,000	2,000,000	13,000,000	10,000,000	5,000,000	8,000,000	113,000,000	93,000,000	20,000,000	2008-09	
2010-11 (actual)	STC	580,427						580,427	410,261	170,166	2010-11	
2010-11 (actual)	Operating		35,569					35,569	11,422	24,147	2010-11	
2010-11 (actual)	SCIP	828,270						828,270	761,083	67,187	2010-11	
2010-11 (actual)	FRP	385,329						385,329		385,329		
2010-11 (actual)	CRP	8,546						8,546		8,546		
2010-11 (actual)	Donations				33,180			33,180		33,180		
2011-12	CRP	9,787						9,787		9,787		
2011-12	FRP	378,791						378,791		378,791		
2011-12	STC	312,759						312,759	258,997	53,762	2011-12	
2011-12	SCIP	1,045,126						1,045,126		1,045,126		
2011-12	CIP			6,754,051				6,754,051	6,754,051		2011-12	
2012-13	FRP	235,000						235,000		235,000		
2013-14	FRP	235,000						235,000		235,000		
2013-14	Other	47,695,734						47,695,734	47,695,734		2013-14	
2014-15	FRP	235,000						235,000		235,000		
2015-16	FRP	235,000						235,000		235,000		

Furniture and equipment

Enter full Dollar value

Fiscal Year	Funding source	Provincial Grants (Capital)	Provincial Grants (Operating)	Transefers from CIP	Third Party Contribution	Third Party Borrowing	Other source	Additions (Value)	Amount to be capitalized	amount to be expensed	First amortized in (fiscal year)	Amortization periods (No. of Years)
Sample	FRP	75,000,000	2,000,000		10,000,000	5,000,000	8,000,000	100,000,000	90,000,000	10,000,000	2008-09	
2010-11 (actual)	CERF	314,535						314,535	132,419	182,116	2010-11	
2010-11 (actual)	AEF	105,519						105,519	19,322	86,197	2010-11	
2010-11 (actual)	Operating		56,247					56,247	56,247		2010-11	
2010-11 (actual)	STC	39,781						39,781	39,781		2010-11	

Mission Statement – We lead with our commitment to diverse learners. We teach and learn through quality education that responds to the needs of the community. We balance hands-on experience with the knowledge and skills essential for personal and professional success.



Business Plan 2011-2012

2010-11 (actual)	Donations				15,000			15,000	15,000		2010-11
2011-12	CERF	424,276						424,276	181,347	242,929	2010-11
2012-13	CERF	270,000						270,000	135,000	135,000	2010-11
2013-14	CERF	270,000						270,000	135,000	135,000	2010-11
2014-15	CERF	270,000						270,000	135,000	135,000	2010-11
2015-16	CERF	270,000						270,000	135,000	135,000	2010-11

Information Technology (Computer Equipment)

Enter full Dollar value

Fiscal Year	Funding source	Provincial Grants (Capital)	Provincial Grants (Operating)	Transefers from CIP	Third Party Contribution	Third Party Borrowing	Other source	Additions (Value)	Amount to be capitalized	amount to be expensed	First amortized in (fiscal year)	Amortization periods (No. of Years)
<i>Sample</i>	<i>FRP</i>	<i>75,000,000</i>	<i>2,000,000</i>		<i>10,000,000</i>	<i>5,000,000</i>	<i>8,000,000</i>	<i>100,000,000</i>	<i>90,000,000</i>	<i>10,000,000</i>	<i>2008-09</i>	
2010-11 (actual)								0				
2011-12	SCIP	1,500,000						1,500,000		1,500,000		
2012-13								0				
2013-14								0				
2014-15								0				
2015-16								0				

Other TCA

Enter full Dollar value

Fiscal Year	Funding source	Provincial Grants (Capital)	Provincial Grants (Operating)	Transefers from CIP	Third Party Contribution	Third Party Borrowing	Other source	Additions (Value)	Amount to be capitalized	amount to be expensed	First amortized in (fiscal year)	Amortization periods (No. of Years)
<i>Sample</i>	<i>FRP</i>	<i>75,000,000</i>	<i>2,000,000</i>		<i>10,000,000</i>	<i>5,000,000</i>	<i>8,000,000</i>	<i>100,000,000</i>	<i>90,000,000</i>	<i>10,000,000</i>	<i>2008-09</i>	
2010-11 (actual)	AEF	579,505						579,505	579,505		2010-11	
2011-12	Operating		415,869					415,869	200,000	215,869	2011-12	
2011-12	Donation				413,937			413,937	250,000	163,937	2011-12	
2011-12	NOHFC				376,400			376,400	376,400		2011-12	
2011-12	AEF	350,988						350,988	350,988		2011-12	
2011-12	AEF	153,034						153,034		153,034		

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Business Plan 2011-2012

2012-13	Operating		500,000					500,000	250,000	250,000	2012-13	
2013-14	Operating		500,000					500,000	250,000	250,000	2013-14	
2014-15	Operating		500,000					500,000	250,000	250,000	2014-15	
2015-16	Operating		500,000					500,000	250,000	250,000	2015-16	

END OF STATEMENT OF CAPITAL FUNDING



STATEMENT OF TCA AMORTIZATION (Budget & Interim Reporting)

FOR COLLEGE: Cambrian College of Applied Arts and Technology

FOR THE PERIOD: April 1, 2011 -March 31, 2012

PREPARED BY: Helene Desbiens-Helmes, Manager, Budget and Financial Reporting, (705) 566-8101 ext 7545

Buildings- Amortized >30 Years

Fiscal Year	Accumulated Amortization			
	Opening Balance accumulated amortization As of April-01 (16301) Accumulated Amortization	Expensed for the fiscal year (16302) B = (Z)	Retirement or disposal (16303 + 16304) C (negative)	Closing Balance accumulated amortization As of March-31 D=A+B+C
2010-11 (actual)	35701731	2509186		38210917
2011-12	38210917	2596849.1		40807766.1
2012-13	40807766.1	2713180.1		43520946.2
2013-14	43520946.2	3309376.78		46830322.98
2014-15	46830322.98	3905573.78		50735896.75
2015-16	50735896.75	3946820.18		54682716.93

Calculation of In-Year Amortization			
Amortization on opening Book Value W	Amortization on Addition (1/2 year rule) X	Amortization on Disposal (1/2 year rule) Y (negative)	Amortization For the year Z=W+X+Y
2,509,186			2,509,186
2,509,186	87,663		2,596,849
2,713,180			2,713,180
2,713,180	596,197		3,309,377
3,905,574			3,905,574
3,946,820			3,946,820



Business Plan 2011-2012

Site Improvements

Fiscal Year	Accumulated Amortization			
	Opening Balance accumulated amortization As of April-01 (16201) Accumulated Amortization	Expensed for the fiscal year (16202) B = (Z)	Retirement or disposal (16203 + 16204) C (negative)	Closing Balance accumulated amortization As of March-31 D=A+B+C
2010-11 (actual)	652464	119094	(92,335)	679223
2011-12	679223	122290		801513
2012-13	801513	122290	(270,861)	652942
2013-14	652942	95200	(448,044)	300098
2014-15	300098	50395		350493
2015-16	350493	50395		400888

Calculation of In-Year Amortization			
Amortization on opening Book Value	Amortization on Addition (1/2 year rule)	Amortization on Disposal (1/2 year rule)	Amortization For the year
W	X	Y (negative)	Z=W+X+Y
119,094			119094
122,290			122290
122,290			122290
95,200			95200
50,395			50395
50,395			50395

Furniture and Equipment

Fiscal Year	Opening Balance accumulated amortization As of April-01 (16401)	Expensed for the fiscal year B = (Z)	Retirement or disposal C (negative)	Closing Balance accumulated amortization As of March-31
	Accumulated Amortization			D=A+B+C
2010-11 (actual)	2225869	613185	(780,995)	2058059

Amortization on opening Book Value	Amortization on Addition (1/2 year rule)	Amortization on Disposal (1/2 year rule)	Amortization For the year
W	X	Y (negative)	Z=W+X+Y
613,185			613,185



Business Plan 2011-2012

2011-12	2058059	495187.7	(624,000)	1929246.7
2012-13	1929246.7	440887.7	(678,000)	1692134.4
2013-14	1692134.4	421587.7	(328,000)	1785722.1
2014-15	1785722.1	362787.7	(723,000)	1425509.8
2015-16	1425509.8	290487.7	(858,000)	857997.5

539,453	18,135	(62,400)	495,188
495,188	13,500	(67,800)	440,888
440,888	13,500	(32,800)	421,588
421,588	13,500	(72,300)	362,788
362,788	13,500	(85,800)	290,488

Information Technology

Fiscal Year	Accumulated Amortization			
	Opening Balance accumulated amortization As of April-01 16501) Accumulated Amortization	Expensed for the fiscal year (16502) B = (Z)	Retirement or disposal (16503 + 16504) C (negative)	Closing Balance accumulated amortization As of March-31 D=A+B+C
2010-11 (actual)		0		0
2011-12	0	0		0
2012-13	0	0		0
2013-14	0	0		0
2014-15	0	0		0
2015-16	0	0		0

Calculation of In-Year Amortization			
Amortization on opening Book Value W	Amortization on Addition (1/2 year rule) X	Amortization on Disposal (1/2 year rule) Y (negative)	Amortization For the year Z=W+X+Y
			0
			0
			0
			0
			0
			0

Other TCA

Mission Statement – We lead with our commitment to diverse learners. We teach and learn through quality education that responds to the needs of the community. We balance hands-on experience with the knowledge and skills essential for personal and professional success.



Business Plan 2011-2012

Fiscal Year	Accumulated Amortization			
	Opening Balance accumulated amortization As of April-01 (16901) Accumulated Amortization	Expensed for the fiscal year (16902) B = (Z)	Retirement or disposal (16903 +16904) C (negative)	Closing Balance accumulated amortization As of March-31 D=A+B+C
2010-11 (actual)	2625157	998553	(165,000)	3458710
2011-12	3458710	1108366	(110,000)	4457076
2012-13	4457076	1149835.4	(299,000)	5307911
2013-14	5307911.4	1172335.4	(25,000)	6455247
2014-15	6455246.8	1054235.4	(1,431,000)	6078482
2015-16	6078482.2	1061335.4	(179,000)	6960818

Calculation of In-Year Amortization			
Amortization on opening Book Value W	Amortization on Addition (1/2 year rule) X	Amortization on Disposal (1/2 year rule) Y (negative)	Amortization For the year Z=W+X+Y
998,553			998,553
1,060,497	58,869	(11,000)	1,108,366
1,167,235	12,500	(29,900)	1,149,835
1,162,335	12,500	(2,500)	1,172,335
1,184,835	12,500	(143,100)	1,054,235
1,066,735	12,500	(17,900)	1,061,335

2011-12 ALL TCA

Asset Class	Accumulated Amortization			
	Opening Balance accumulated amortization As of April-01 (16901)	Expensed for the fiscal year (16902)	Retirement or disposal (16903 +16904)	Closing Balance accumulated amortization As of March-31

Calculation of In-Year Amortization			
Amortization on opening Book Value	Amortization on Addition (1/2 year rule)	Amortization on Disposal (1/2 year rule)	Amortization For the year



Business Plan 2011-2012

	Accumulated Amortization	B = (Z)	C (negative)	D=A+B+C	W	X	Y (negative)	Z=W+X+Y
Buildings > 30 years	38210917	2596849.1	0	40807766.1	2509186	87663.1	0	2596849
Site Improvements	679223	122290	0	801513	122290	0	0	122290
Furniture and Equipment	2058059	495187.7	-624000	1929246.7	539453	18134.7	-62400	495188
Information Technology	0	0	0	0	0	0	0	0
Other TCA	3458710	1108366	-110000	4457076	1060496.6	58869.4	-11000	1108366
TCA TOTAL	44406909	4322692.8	-734000	47995601.8	4231425.6	164667.2	-73400	4322693

END OF STATEMENT OF TCA AMORTIZATION



Contact Us

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APPENDIX A

Cambrian College's Strategic Plan



Business Plan 2011-2012

Strategic Plan 2009-2014

Cambrian College will –

Generate Innovative growth...

- By developing distinction in communication and design, health sciences, justice and public safety, mining, and renewable resource management;
- By building of bridges to advance learning;
- By strategic recruitment and retention of aboriginal and adult learners;
- By developing international partnerships for learning and work.

Shape Opportunity...

- By continuously renewing our program portfolio to address changing learner and community needs;
- By offering flexible delivery that enhances accessible continuous learning;
- By leadership in providing disabilities services to a broad internal and external community;
- By pursuing applied research that enhances learning, and economic and community development.

Foster Success...

- By encouraging personal and professional growth and wellness;
- By providing an inclusive, safe, and supportive environment for a community of diverse learners;
- By preparing graduates to exceed professional and workplace standards;
- By maximizing institutional research, planning and evaluation processes.

Learning: Learning is central to our work.

Have we identified learners' needs and values?

Have we created professional development opportunities that support new teaching/learning methods?

Have we emphasized learning?

Are we generating modules and single course options?

Have we removed barriers in our system?

Diversity

Do we welcome and support learners with varying abilities, ages and world views?

Do we offer a range of choices in what and how people learn?

Are we inclusive in our practice?

Excellence

Do we provide high quality learning experiences?

Do our graduates get jobs in their chosen fields?

Do we evaluate and improve our processes, services and learning opportunities?

Do we promote an environment of risk taking?

Do we empower peak performance at every level?

Community

Are we open to new ways of doing and thinking?

Do we communicate openly and clearly?

Do we foster a spirit of community?

Do we promote wellness?

Do we build on our strengths and passions?

Accountability

Do we take a leadership role in promoting social and economic development in our community?

Are we responsive to the needs of our communities and business partners?

Are we proud of our performance indicators?

Do we achieve and surpass benchmarks?

These principles guide us:

Mission Statement – **We lead** with our commitment to diverse learners. **We teach** and learn through quality education that responds to the needs of the community. **We balance** hands-on experience with the knowledge and skills essential for personal and professional success.