

Fleming College

LEARN | BELONG | BECOME

2015-2016

Business Plan



Fleming College Business Plan 2015-2016

Introduction

The 2015-2016 Business Plan is the final plan built under the structure of our 2010-2015 Strategic Plan. It represents the last opportunity for the College to make progress towards accomplishment of the goals articulated in its 2010-2015 Strategic Plan. It is also an opportunity for us to begin to lay the foundation for the accomplishment of new objectives related to our new strategic plan.

The format of our Business Plan follows the six strategic priorities identified in our current Strategic Plan:

1. Achieving Excellence in Student Learning
2. Providing Superior Services & Facilities
3. Leading in Sustainability
4. Growing with Positive Results
5. Building Community Success
6. Developing the Fleming Working Environment

Also reflected in our 2015-2016 Business Plan is our commitment to leverage the key areas of differentiation and institutional strength articulated in our 2014-2017 Strategic Mandate Agreement (SMA), negotiated with the Ministry of Training, Colleges and Universities in April of 2014.

Key priorities outlined in the plan include enhancing quality teaching and learning, improving strategic enrolment management, enhancing the capabilities of our staff and focusing on our key performance indicators, financial sustainability and efficiency improvements.

Accomplishing the objectives laid out in our plan will help us meet the challenges presented by changing and somewhat challenging demographics and economic conditions in our region, while at the same time have the ability to seize relevant opportunities.

The plan also includes elements to help the college continue to deliver on its Core Promise to Students, while affording the opportunity to differentiate, innovate and achieve higher levels of productivity.



Fleming College Vision, Mission, Core Promise and SMA Differentiators

Vision

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

Mission

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

Core Promise to Students

At Fleming, you become part of a learning community. We engage you in personalized learning and provide personalized support.

Set in welcoming communities, our smaller campuses provide a friendly environment where people know your name. Close relationships, high expectations, and a hands-on, minds-on learning experience help you develop the knowledge and skills, attitudes, and values that lead to success at work and in life.

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

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

Strategic Mandate Agreement Key Areas of Differentiation

- Fleming College offers a comprehensive program portfolio that provides access to postsecondary education for students in the region, and responds to the evolving demands of the regional labour market.
- Fleming College serves as a regional hub for trades education and training
- Fleming College provides specialized programs that serve the province. In particular, the College is recognized as an Ontario leader in delivering environmental and natural science programs through the School of Environmental and Natural Resource Sciences, and applied research through its Centre for Alternative Wastewater Treatment.



Key Assumptions

- We are in a period of financial constraint in Ontario as elsewhere. Pressure will increase concerning spending levels and efficiency in the public sector generally. Although Fleming and other colleges will seek adjustments to funding allocations to recognize the circumstances of mid-sized colleges, we cannot count on receiving them.
- Building on our program strengths and the vital role we play in the regional economy, we will rely on four mutually reinforcing differentiators (1) alignment with regional economic needs; (2) high quality programs and multiple pathways; (3) program specialization; (4) an operational model of financial and environmental sustainability.
- Continued investment in a strong working environment and in the capabilities and engagement of our employees must be sustained in support of quality assurance of our programs and services.
- In order to meet our financial challenges and invest more in key aspects of the student experience, we must meet or exceed our enrolment growth targets while also continuously improving our operational processes through innovation and Lean redesign.
- Student expectations are now a “moving target”. New technologies, new access to knowledge and skills, increased mobility, differing delivery methods, competition and choice must inform and guide our efforts.
- Support for students and the college through bursaries, in-kind donations and other gifts will become increasingly important and must become part of financial and investment planning.
- Applied Research is gaining significant attention both federally and provincially. Fleming will capitalize on its already established credibility and profile.



Business Plan Priorities for 2015 – 2016

College priorities for the year include:

- Successfully implement the 2015-16 Enrolment Plan and develop the Official Enrolment Plan for 2016-17.
- Develop a student success strategy integrating the work in the academic and student services divisions.
- Prepare for the Ontario College Accreditation process by examining program review and renewal processes to ensure systematic documentation of evidence of quality learning experiences for students.
- Design and begin implementation of a Student Mobility Framework that will expand and improve student pathways.
- Develop a five-year growth plan for trades and technology programs, attain year one targets and submit two new program proposals for launch by January 2016.
- In conjunction with the Centre for Alternative Wastewater Treatment's Technology Access Centre (TAC), implement a more aggressive business revenue model with a goal of increasing cash contributions by current industry partners and establishing research partnerships with at least ten (10) new companies, further realizing its value to the water industry and community.
- Drive Integrated Planning into all areas of the college to ensure all initiatives are value-added for our students, and result in a superior total student experience. Continue to integrate work to align resources and ensure successful robust programming and services.
- Continue to improve College processes and realize the efficiencies needed for future cost avoidance through the use of formal and informal Lean processes.
- Complete the Frost Campus Master Plan, and the functional modifications to the Kawartha Trades and Technology Centre (KTTC) space to support program delivery, and deliver strategic space improvements at Sutherland and Frost campuses. Complete the planning and preparation for the move of the Esthetician program to Sutherland Campus for Fall 2016.
- Implement several initiatives related to our engagement survey such as a tool kit for leaders to help them manage and engage their teams, mental health/wellness strategies and improved and streamlined recruitment processes. We will also conduct an engagement survey in fall 2015.



Key Business Plan Objectives by Strategic Priority Area

1.0 *Achieving Excellence in Student Learning*

Strategy 1.1

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

Objectives:

- Ensure appropriate space and equipment is available to support realistic applied learning requirements, given financial and space limitations. All courses will be assigned appropriate space to successfully complete their applied project work within the required timeline. College space will be assigned, and bookable, based on specific student requirements. College space will be allocated to applied learning ensuring adequate technical and physical resources are best utilized and shared.
- Develop a comprehensive 5-year capital plan for the Academic Division. Success of this objective will include building of a detailed inventory of existing capital assets, assessing their need and condition and the identification of new and replacement capital to support new and existing programs.

Strategy 1.2

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

Objective:

- Prepare for the Ontario College Accreditation process by examining program review and renewal processes to ensure systematic documentation of evidence of quality learning experiences for students. Success will be indicated by revised process maps for program review and renewal.

Strategy 1.3

Improve and increase pathways to facilitate access and ensure that graduates can pursue career alternatives and further educational opportunities.



Objective:

- Design and begin implementation of a Student Mobility Framework that will expand and improve student pathways including enhanced digital communication strategies in response to student demand. Success will be indicated by development of a pathways plan, the identification of lead partner institutions, strategies to engage and market pathways in a coordinated and consolidated manner and ensuring that each School develops at least one new pathways agreement.

Strategy 1.4

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

Objectives:

- Student Services, in collaboration with the Academic Division and Marketing, will develop a student success strategy from recruitment to graduation, including the development of a new brand strategy for the department. Success will be measured by the completion of a framework/model/implementation plan that illustrates Student Services involvement in student success, with an emphasis on career success.
- Develop a comprehensive international plan that includes recruitment, student support, internationalization of curriculum, international experiences for faculty and students, international training and research partnerships. Success will be measured by development of the plan, agreements with key international partners in India and China, identification of three new opportunities, and the establishment of targets grounded in research for the number of international experiences for students, faculty and applied research projects.

Strategy 1.5

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

Objectives:

- Initiate the transition of full-time faculty and administrators to a mobile virtualized laptop/tablet environment including voice telephony to replace the current desktop model beginning with a pilot group (10 -15 users) in April 2015. Success will be measured by evaluating the pilot and ensuring that Faculty and Administrators provide feedback that the transition is positive and has created a more flexible working environment.



- Renew the e-learning strategy, complete with annual milestones appropriate to the level of resources and support to integrate and support evolving practices in educational technology. Success will be measured by the renewal of the e-learning plan. The plan will include milestones aligned with Integrated Program Planning (IPP) metrics.
- Design a plan to increase the use of electronic portfolios (e-portfolios) across the college programs, emphasizing the importance of students' professional digital presence; establish baseline and identify target programs for pilots. Success will be measured through piloting of e-portfolios in selected programs and Schools.
- Implement a pilot project within a program area of strength to enhance learning to convert one program to fully online. Success will be measured through evaluation of the pilot.
- Implement video conferencing using existing unified communications infrastructure and licensing at Peterborough, Lindsay and Haliburton in at least two rooms per campus by December 2015. Success will be measured by successful implementation of all requirements.

Strategy 1.6

Ensure results: graduates move on to employment and further educational opportunities that recognize and capitalize on their education at Fleming. We emphasize the KPI of Employment Rate as well as program-related employment, credential recognition and transfer as means for measuring success.

Objectives:

- Develop initiatives, beyond the Premier's Awards and the Alumnus of Distinction, to showcase alumni success. Success will be measured by increasing the number of alumni participating in webinars and in the Changemakers program.
- Develop structured programs/initiatives between Advancement and Alumni Relations and Career Services to advance students' career success. Success will be measured by having one collaborative event per term connecting Advancement staff and community/alumni connections with the Career Services team.

2.0 Providing Superior Services & Facilities

Strategy 2.1



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

Objectives:

- In order to focus on efficiency and effectiveness, student services will undergo a space and unit alignment initiative and begin applying Integrated Planning (IP) to student services. Success will be measured by engaging the Space and Infrastructure Committee in a review of the current space needs and developing a plan for implementation and by working with the IP team to pilot one student service unit through the IP process.
- Implement year 1 of the 3-year Fundraising Plan and support increased revenue generation opportunities for both college and student initiatives through the development and implementation of an on-line fundraising mechanism. This mechanism will be in place by the end of 2015.
- Create a new Department of International Education (recruitment, international admissions, international student services, and ESL) that includes the foundational elements to establish a highly functioning integrated team. Success will be measured by peer and staff feedback and feedback from International Education Committee members.
- Begin the first phase a multi-year plan to transition to Enterprise Wireless Services which will support full academic delivery where required. First phase in 2015-2016 includes engaging an industry partner to deliver a full site survey and produce an architecture plan with anticipated costs. This year's measure of success is having the multi-year plan completed.
- Implement a standardized collaborative enterprise solution starting with Jabber. Success will be measured by successful implementation of all requirements.
- Develop and implement business process, policy and system changes necessary to meet the requirements of the new Tuition Policy Framework (Tuition Billing). Success will be measured by successful implementation of all requirements.
- Implement systems projects including web registration, EDI enhancements, recruiter billing and tuition billing. Success will be measured by successful implementation of all projects and user feedback.



- Implement all business process and system changes necessary to meet new OSAP requirements. Success will be measured by implementation and student feedback.

Strategy 2.2

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

Objective:

- Focus on the Enterprise Resource Planning (ERP) First Strategy to maximize current and future investments. Continue to implement specific systems priorities as identified by the Evolve Operations Leadership Team that in partnership with Lean projects identify business processes that can be refined and standardized leading to full automation and cost savings. Measure of success is that proposed costs savings in each project are achieved.
- Complete a major upgrade to the Enterprise Systems Platform (Hardware, Storage, Operating system) including the Enterprise Portal. Success will be measured by the upgrade being delivered on time, on budget with minimal disruption to services.
- Complete a major Network upgrade to the 4000 series switch fabric across all campuses. Success will be measured by the upgrade being delivered on time, on budget with minimal disruption to services.
- Implement a second firewall to protect the Fleming Network core. Success will be measured by the upgrade being delivered on time, on budget with minimal disruption to services and adherence to standard audit security requirements.
- Implement “Dashboards” and “WorkCentres” across specific roles and functional areas to bring more efficiency to the day-to-day environment. Success will be measured by successful implementation of all requirements.
- Leverage the enormous amounts of data in Enterprise Datamarts to support Analytical Decision making tools and real-time access to data. This will support evidence-based decision-making and management (IP). Success will be measured by successful implementation of all requirements.

Strategy 2.3

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

Objective:

- Complete the Frost Campus Master Plan to provide a blueprint for a campus that enables delivery of our key SMA priority of a Centre of Excellence in ENRS; complete



the construction of all unused K TTC space to support program delivery; deliver strategic space improvements at the Sutherland, specifically to support the move of the Esthetician program and Frost Campuses.

Strategy 2.4

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

Objective:

- Develop and implement a cross cultural training session that can be delivered to students and staff that would contribute to the support of international students from various countries. Success will be measured by at least two sessions being held and favourable satisfaction ratings from participants.

3.0 *Leading in Sustainability*

Strategy 3.1

Develop and implement a five-year Fleming College Sustainability Plan that includes objectives, benchmarks and public reporting.

Objective:

- Continue progress on our 5-year Sustainability Plan (2013-2018) by developing the year-3 (15/16) action plan towards achieving a silver Sustainability Tracking Assessment Rating System (STARS) rating (or higher) by 2015. Success will be measured by achieving completion on 80% of the actions and a submission of STARS public reporting and benchmarking report by March 2016.

Strategy 3.2

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

Objective:

- Complete 6 energy reduction projects that deliver fixed and demand load energy savings of approximately 3%, and water saving initiatives totalling a 2% reduction.

Strategy 3.3

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



Objective:

- All diploma programs will include the Fleming Sustainability Learning Outcome. Learning activities will have a focus on community-based learning and integration with the Indigenous Perspectives initiative. The benchmark for success: 70% of 2-year diploma graduates will have achieved the learning outcome by the graduating class of 2017 and 100% of all diploma program graduates by 2018.

Strategy 3.4

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

Objectives:

- In conjunction with the TAC centre, implement an aggressive business revenue model that will see the CAWT realize its value to industry and community. Increased revenue generation will ensure a self-sustaining model for the CAWT in future years. Success will be measured by increasing cash contributions by current industry partners and establishing research partnerships with at least ten (10) new companies further realizing its value to the water industry and community.
- Work closely with WaterTAP (provincial Water Technology Acceleration Project) to participate in efforts to make Ontario a global water leader. Success will be measured by the completion of high quality research, the alignment with funding metrics and the required reports submitted accurately and on time.
- As a new and the sole college member of the Southern Ontario Water Consortium, further enhance our partnerships and reputation with eight (8) Ontario university members and gain access to increased research funding through the investing in Commercialization Partnerships Federal Development program through to December 2018.
- Achieve International Organization for Standardization (ISO) 17025 accreditation and secure Natural Sciences and Engineering Research Council (NSERC) Industrial Chair funding. Success will be measured by securing the ISO accreditation and attaining TAC Industrial Chair Funding.

4.0 Growing with Positive Results

Strategy 4.1



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

Objectives:

- Successfully implement the 2015-16 Enrolment Plan and develop the Official Enrolment Plan for 2016-17. Success will be measured by achievement of the enrolment targets and approval of the 2016-17 Plan.
- Generate student applications to support the achievement of the College’s overall enrolment targets with a focus on developing and refining digital advertising and recruiting outreach tools combined with traditional promotions.
- Continue promotional focus on program clusters identified for growth in the Strategic Mandate Agreement which are Natural Resources and Environmental Sciences, Trades and Technology, Healthcare and Community Services and Arts and Heritage. Increase focus on selected target market segments: Non-direct, International, Eastern Greater Toronto Area.
- Launch a new college website prior to the fall 2015 recruiting season. The site will have enhanced content, embedded tracking capabilities to link with sales and marketing automation tools, and responsive design features to enhance the user experience across all platforms. Web analytics will be used as the measurement tool, targeting a >3% increase in traffic as well as improvements in response time, bounce rates and time on site.
- Implement international enrolment strategies including increased recruitment activities in China, continuation of recruitment efforts in India and expansion of recruitment efforts to one additional country. Success will be measured by meeting all international enrolment targets.

Strategy 4.2

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

Objectives:

- Leverage and integrate sales and marketing automation tools to capture contact data, engage prospects and manage prospective students with communications personalized to their profile and program interests through to the application process. Measurement will be through data collection and analysis and success will



be measured by increases in application and conversion rates among the prospective students in the data set.

- Revise and successfully launch new brand standards for the Fleming family of brands – Fleming, Frost and Haliburton.

Strategy 4.3

Implement an aggressive annual plan for new program development so that five percent of incoming students are in new programs.

Objectives:

- Develop and implement marketing plans to support new product initiatives in both postsecondary and contract training segments. Successful achievement of enrolment targets will measure the success of these plans.
- Continue to improve the new gated process and in-house business case writing skills. Enter six (6) new program concepts into the pipeline by March 2016. Three programs are to have final Board of Governors approval by the end of the fiscal year.

Strategy 4.4

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

Objective:

- Launch and market one (1) new Graduate Certificate in Community Development & Health (Patient Navigator), attracting current graduates to continue their education *and* professionals already employed looking to upgrade their skills sets. Increase gross income from Contract Training by 15% over 2014-15 budget update.

5.0 Building Community Success

Strategy 5.1

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

Objectives:

- Develop a new community communications strategy that will include an annual '*Report to Our Communities*'.



- Actively promote services within the College (i.e. Career Services, Contract Training, Continuing Education, Lean) to support economic development efforts of organizations in our community as a means to enhance donor/donor prospect relationship management. Success will be measured by the establishment of a plan with Alumni and Advancement that is focused on a purposeful approach to enhance donations.
- Enhance our relationship with the City of Kawartha Lakes to assist local companies with economic development objectives in the water sector. Success will be indicated by the number of companies working in partnership with the City of Kawartha Lakes and the CAWT for the purposes of moving their technology forward in the commercialization process.
- Fulfill our role as a co-delivery agent for Environment Canada’s Environmental Technologies Verification (ETV). Success will be measured by the number of companies who access the services of the CAWT for the purpose of verifying their technology through the ETV program.

Strategy 5.2

Fully realize the vision of the KTTC to address immediate and long-term needs and opportunities.

Objectives:

- Develop a 5-year growth plan for trades and technology programs at Fleming. Success will be determined by the development of the plan and attainment of year-one targets.
- Submit 2 new program proposals for validation by the Credit Validation Service and approval by the Ministry of Training, Colleges and Universities. Success will be measured by the approval of proposals with launch depending on timing of approval.

Strategy 5.4

Undertake research in the area of healthy aging in partnership with St. Joseph’s at Fleming. Fulfill our obligations as a member of Colleges Ontario Network for Industry and Innovation.

Objectives:

- Obtain Social Sciences and Humanities Research Council and Canadian Institute of Health Research institutional eligibility in order to allow us to expand applied



research activities in social and health sciences. Success will be measured by securing new funding for applied research in this area.

- Renew and strengthen the partnerships with St. Joseph's at Fleming. Success measured by business cases developed for the re-location of the Institute for Healthy Aging within St. Joseph's facility.

Strategy 5.5

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

Objectives:

- Implement the updated framework for Indigenous Perspectives programming, evaluate results and identify additional programs for Indigenous Perspectives. Success will be measured by determining the self-identified indigenous students' participation in Indigenous Perspectives designated programs. Indigenous Perspectives identified students will participate in a focus group to determine strengths of the program and marketing strategies.
- Increase collaboration with First Nations Educational Institutions through engagement. Success will be measured by the attainment of (at least) one First Nations educational collaboration initiative.
- Provide initiatives that support Aboriginal student success, complement experiential learning outcomes, and are aligned with Indigenous Perspectives programming. Success will be measured by an increase in cultural programming initiatives that cross academic and student services.

Strategy 5.6

Emphasize a "Fleming Serves" philosophy that provides business and community service learning opportunities and recognizes employees' contributions to community success.

Objective:

- Foster a culture of philanthropy that recognizes gifts of both time and monetary donations. This will be measured through the successful outcomes of the United Way and Annual Giving Campaigns.

6.0 Developing the Fleming Working Environment



Strategy 6.1

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

Objective:

- Implement focused development initiatives that are relevant to specific employee groups and enhance the ability of staff to demonstrate creativity, continuous improvement and integration across divisions. Success will be measured by specific feedback related to individual initiatives as well as strong participation rates and the achievement of business plan objectives.

Strategy 6.2

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

Objective:

- Implement several initiatives that relate to opportunities identified through our engagement survey, such as tool kits for Leaders to help them better manage and engage their teams, a mental health/wellness strategy and improved and streamlined recruitment processes. Also implement an engagement survey in fall 2015. Success will be measured through qualitative feedback related to specific initiatives and the results of the engagement survey.

Strategy 6.3

Foster teamwork and strong relationships through a focus on effective communications, conflict resolution, critique, collaborative decision-making and accountability.

Objectives:

- Ensure stronger integration between the Academic and Student Services areas to create a meaningful and comprehensive learning experience for students. One means to achieve this will be to form 'community of practice' groups to increase opportunities for collaboration and to more consistently live our core promise. Success will be measured by the formation of two communities of practice and that begin productive conversations with at least one 'quick win' in the area being discussed. Groups may include the following topic areas - Aboriginal, careers, work integrated learning, external relations, mental health.
- Fully implement Fleming's new Academic Council and working groups/standing committee structure to engage faculty and students in discussion and recommendations pertaining to academic matters. Success will be evidenced by the



efficacy of Academic Council; specifically Academic Council's working group recommendations being informed by research and provided to the Vice-President Academic.

Strategy 6.4

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

Objective:

- Implement Integrated Planning in all areas of the college to ensure all initiatives are value-added to our students and result in a superior student experience. Continue to integrate college committees towards more aligned resource management from recruitment to graduation and use the results of this process to inform our plans to address program and service viability issues, including comprehensive program and service redesign. Identifying the plan to achieve robust programs and services along with phase one implementation will be the measures of success.

Strategy 6.5

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

Objective:

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



Conclusion

We recognize that the environment is competitive and that there are financial constraints and resource limitations. These challenges will be addressed by placing a focus on quality teaching and learning, working in an integrative fashion, demonstrating imagination and continuous improvement and listening to the input of students, employers and staff. We will approach this year balancing both efficiency and growth.

We are confident that this plan strongly positions the college to move ahead on several fronts:

- Successfully delivering on our Core Promise to students
- Serving our region with a comprehensive suite of programs
- Continuing to develop differentiation in specific areas of strength
- Highly valuing and engaging our employees
- Continuing to innovate for the benefit of all of our stakeholders

We believe that we have a strong business plan with objectives that will ensure significant progress towards our Strategic Mandate Agreement, as well as lay a healthy foundation for implementing our next strategic plan.



2015-2016 Colleges Budget Input Template

College: **0110**
 Prepared By: **Angie Sims**

Fleming

Capital Asset Details

Enter data only in yellow cells; show acquisitions as positive amounts; show amortization and disposals as negative amounts

Year Descriptions	Actual - Total March		Budget			
	2014-15	2015-16 Budget	2016-17 Forecast	2017-18 Forecast	2018-19 Forecast	2019-20 Forecast
16101 - Land - OB	2,479,937	2,479,937	2,479,937	2,479,937	2,479,937	2,479,937
16102 - Land - Additions	0	0	0	0	0	0
16103 - Land - Disposals	0					
16104 - Land - Valuation and Other Adjustments	0					
16105 - Land - Transfers from CIP	0					
-161 - Land	2,479,937	2,479,937	2,479,937	2,479,937	2,479,937	2,479,937
16301 - Building - OB	104,446,996	136,536,703	138,292,723	138,992,723	139,692,723	140,392,723
16302 - Building - Additions	8,290,228	1,593,262	700,000	700,000	700,000	700,000
16303 - Building - Disposals	0					
16304 - Building - Valuation and Other Adjustments	0					
16305 - Building - Transfers from CIP	23,799,479	162,758				
-163 - Building	136,536,703	138,292,723	138,992,723	139,692,723	140,392,723	141,092,723
17301 - AA Building - OB	(40,491,567)	(43,585,046)	(46,793,645)	(50,266,684)	(53,687,301)	(57,095,631)
17302 - AA Building - current year amortization	(3,093,479)	3,208,599	3,473,039	3,420,616	3,408,330	3,422,330
17303 - AA Building - Disposals	0					
17304 - AA Building - Valuation and Other Adjustments	0					
-173 - AA Building	(43,585,046)	(46,793,645)	(50,266,684)	(53,687,301)	(57,095,631)	(60,517,961)
BUILDINGS- NET BOOK VALUE	92,951,657	91,499,078	88,726,039	86,005,422	83,297,092	80,574,762
16201 - Site Improvements - OB	4,327,846	4,796,663	5,113,818	5,413,818	5,713,818	6,013,818
16202 - Site Improvements - Additions	468,817	220,335	300,000	300,000	300,000	300,000
16203 - Site Improvements - Disposals	0					
16204 - Site Improvements - Valuation and Other Adjustments	0					
16205 - Site Improvements - Transfers from CIP	0	96,820				
-162 - Site Improvements	4,796,663	5,113,818	5,413,818	5,713,818	6,013,818	6,313,818
17201 - AA Site Improvements - OB	(2,926,935)	(3,214,034)	(3,474,584)	(3,752,120)	(4,055,171)	(4,370,186)
17202 - AA Site Improvements - Current Year Amortization	(287,099)	260,550	277,536	303,051	315,015	271,696
17203 - AA Site Improvements - Disposals	0					
17204 - AA Site Improvements - Valuation and Other Adjustments	0					
-172 - AA Site Improvements	(3,214,034)	(3,474,584)	(3,752,120)	(4,055,171)	(4,370,186)	(4,641,883)
SITE IMPROVEMENT - NET BOOK VALUE	1,582,629	1,639,234	1,661,698	1,658,647	1,643,632	1,671,935
16401 - Furniture and Equipment - OB	23,003,930	25,277,087	25,886,209	26,716,209	27,546,209	28,376,209
16402 - Furniture and Equipment - Additions	2,509,264	609,122	830,000	830,000	830,000	830,000
16403 - Furniture and Equipment - Disposals	(236,107)					
16404 - Furniture and Equipment - Valuation and Other Adjustments	0					
16405 - Furniture and Equipment - Transfers from CIP	0					
-164 - Furniture and Equipment	25,277,087	25,886,209	26,716,209	27,546,209	28,376,209	29,206,209
17401 - AA Furniture and Equipment - OB	(18,135,816)	(19,943,306)	(21,900,823)	(23,552,552)	(24,938,310)	(26,127,118)
17402 - AA Furniture and Equipment - current year amortization	(2,043,597)	1,957,517	1,651,728	1,385,758	1,188,809	777,178
17403 - AA Furniture and Equipment - Disposals	236,107					
17404 - AA Furniture and Equipment - Valuation and Other Adjustments	0					
-174 - AA Furniture and Equipment	(19,943,306)	(21,900,823)	(23,552,552)	(24,938,310)	(26,127,118)	(26,904,296)
FURNITURE & EQUIPMENT - NET BOOK VALUE	5,333,781	3,985,386	3,163,657	2,607,899	2,249,091	2,301,913
16501 - IT - OB	12,079,547	13,279,936	14,079,131	14,579,131	15,079,131	15,579,131
16502 - IT - Additions	1,200,389	718,109	500,000	500,000	500,000	500,000
16503 - IT - Disposals	0					
16504 - IT - Valuation and Other Adjustments	0					
16505 - IT - Transfers from CIP	0	81,086				

2015-2016 Colleges Budget Input Template

College: **0110**
 Prepared By: **Angie Sims**

Fleming

Capital Asset Details

Enter data only in yellow cells; show acquisitions as positive amounts; show amortization and disposals as negative amounts

Year Descriptions	Actual - Total March		Budget			
	2014-15	2015-16 Budget	2016-17 Forecast	2017-18 Forecast	2018-19 Forecast	2019-20 Forecast
-165 - IT	13,279,936	14,079,131	14,579,131	15,079,131	15,579,131	16,079,131
17501 - AA IT - OB	(10,067,233)	(10,791,016)	(11,823,780)	(12,870,744)	(13,717,086)	(14,264,927)
17502 - AA IT - current year amortization	(723,783)	1,032,764	1,046,964	846,342	547,841	427,296
17503 - AA IT - Disposals	0					
17504 - AA IT - Valuation and Other Adjustments	0					
-175 - AA IT	(10,791,016)	(11,823,780)	(12,870,744)	(13,717,086)	(14,264,927)	(14,692,223)
INFORMATION TECHNOLOGY - NET BOOK VALUE	2,488,920	2,255,351	1,708,387	1,362,045	1,314,204	1,386,908
16601 - Aircraft - OB	0	0	0	0	0	0
16602 - Aircraft - Additions	0	0	0	0	0	0
16603 - Aircraft - Disposals	0					
16604 - Aircraft - Valuation and Other Adjustments	0					
16605 - Aircraft - Transfers from CIP	0					
-166 - Aircraft	0	0	0	0	0	0
17601 - AA Aircraft - OB	0	0	0	0	0	0
17602 - AA Aircraft - current year amortization	0					
17603 - AA Aircraft - Disposals	0					
17604 - AA Aircraft - Valuation and Other Adjustments	0					
-176 - AA Aircraft	0	0	0	0	0	0
AIRCRAFT - NET BOOK VALUE	0	0	0	0	0	0
16901 - Other TCA - OB	5,885,417	5,835,475	5,835,475	5,835,475	5,835,475	5,835,475
16902 - Other TCA - Additions	81,481	0	0	0	0	0
16903 - Other TCA - Disposals	(131,423)					
16904 - Other TCA - Valuation and Other Adjustments	0					
16905 - Other TCA - Transfers from CIP	0					
-169 - Other TCA	5,835,475	5,835,475	5,835,475	5,835,475	5,835,475	5,835,475
17901 - AA Other TCA - OB	(1,081,724)	(1,231,343)	(1,510,831)	(1,708,950)	(1,893,956)	(2,078,963)
17902 - AA Other TCA - current year amortization	(281,042)	279,488	198,119	185,006	185,006	185,006
17903 - AA Other TCA - Disposals	131,423					
17904 - AA Other TCA - Valuation and Other Adjustments	0					
-179 - AA Other TCA	(1,231,343)	(1,510,831)	(1,708,950)	(1,893,956)	(2,078,963)	(2,263,969)
OTHER TCA - NET BOOK VALUE	4,604,132	4,324,644	4,126,525	3,941,519	3,756,512	3,571,506
15101 - CIP - OB	23,799,479	340,664	0	0	0	0
15102 - CIP - Additions	340,664	0	0	0	0	0
15105 - CIP - Transfer to Tangible Capital Asset	(23,799,479)	(340,664)	0	0	0	0
15103 - CIP - Disposals	0					
15104 - CIP - Valuation and Other Adjustments	0					
15106 - CIP - Capitalized Interest	0					
-151 - CIP	340,664	0	0	0	0	0
-NET TANGIBLE CAPITAL ASSETS	109,781,720	106,183,630	101,866,243	98,055,469	94,740,468	91,986,962
TOTAL ACQUISITIONS	12,890,843	3,140,828	2,330,000	2,330,000	2,330,000	2,330,000
TOTAL AMORTIZATION	(6,429,000)	(6,738,918)	(6,647,388)	(6,140,773)	(5,645,002)	(5,083,506)

2015-2016 Colleges Budget Input Template

College: **0110**
 Prepared By: **Angie Sims**

Fleming

Capital Project Summary

Enter in Date format:
 Project end date cannot be prior to Project Start Date;
 Project End Date cannot be prior to budget period

enter data only in yellow cells

Click Links below to switch to details template	Project Name	Project Type (select from drop list - descriptions in Notes below)	Project Description	Project Start	Project End	Balance Project Actual	Budget 2015-16	Budget 2016-17	Budget 2017-18	Budget 2018-19	Budget 2019-20	Project Total Cost
				Date (enter in m/d/yyyy format only)	Date (enter in m/d/yyyy format only; invalid dates in red cells)							
Project 1	Kawartha Trades and Technology Centre	Major Capital Project	Kawartha Trades and Technology	1/8/2012	06/30/2015	33,954,183	671,000	0	0	0	0	34,625,183
Project 2	Annual renewal	Capital Renewal		4/1/2015	03/31/2016	0	1,605,852	1,600,000	1,600,000	1,600,000	1,600,000	8,005,852
Project 3	Annual renovation/modernization	Renovation, Modernization, and Adaptation		4/1/2015	03/31/2016	0	863,976	730,000	730,000	730,000	730,000	3,783,976
Project 4						0	0	0	0	0	0	0
Project 5						0	0	0	0	0	0	0
Project 6						0	0	0	0	0	0	0
Project 7						0	0	0	0	0	0	0
Project 8						0	0	0	0	0	0	0
Project 9						0	0	0	0	0	0	0
Project 10						0	0	0	0	0	0	0
Project 11						0	0	0	0	0	0	0
Project 12						0	0	0	0	0	0	0
Project 13						0	0	0	0	0	0	0
Project 14						0	0	0	0	0	0	0
Project 15						0	0	0	0	0	0	0
Project 16						0	0	0	0	0	0	0
Project 17						0	0	0	0	0	0	0
Project 18						0	0	0	0	0	0	0
Project 19						0	0	0	0	0	0	0
Project 20						0	0	0	0	0	0	0
Project 21						0	0	0	0	0	0	0
Project 22						0	0	0	0	0	0	0
Project 23						0	0	0	0	0	0	0
Project 24						0	0	0	0	0	0	0
Project 25						0	0	0	0	0	0	0
Total Project						33,954,183	3,140,828	2,330,000	2,330,000	2,330,000	2,330,000	46,415,011

[Go to Financial Position & Operations](#)

Notes

Project Type:	Description:
Major Capital Project	A project that is generally of a multiyear nature resulting in the construction of a new facility and/or the major renewal of an existing building.
Capital Renewal	Annual expenditure in excess of facility operation and maintenance expenditures required to keep the campus physical plant in reliable operating condition for its present use. These expenditures are over and above normal maintenance for items with a life cycle in excess of one year and are not normally contained in an annual facility operating budget. This is a separately funded, uniquely identified program that renews, replaces, or renovates building systems on a schedule based on life-cycle recommendations and on assessment of expected remaining useful life. This is typically represented as a total expenditure for capital renewal of an institution's capital assets. Capital renewal focuses on maintaining the operability, suitability, and value of capital assets. It is accomplished through the replacement and rework of those components of a building that wear out even though those components are routinely maintained. Capital renewal is a time-driven process with specific useful life cycles for such things as heating and ventilation systems, etc.
Renovation, Modernization, and Adaptation	Annual expenditure for the work performed to change the interior alignment of space or physical characteristics of an existing facility so that it can be used more effectively, be adapted for new use, or comply with existing codes. This expenditure is required to meet the evolving technological, programmatic, or regulatory demands of the campus.

2015-2016 Colleges Budget Input Template

College: **0110**
 Prepared By: **Angie Sims**

Fleming

Capital Project 1 Details

Project Name *(carried from Capital Project Summary Tab)* :

enter data only in yellow cells

Kawartha Trades and Technology Centre

Year Descriptions	2014-15 and Before	2015-16	2016-17 Forecast	2017-18 Forecast	2018-19 Forecast	2019-20 Forecast	Total
16102 - Land - Additions							0
16302 - Building - Additions	31,274,451	671,000					31,945,451
16202 - Site Improvements - Additions	954,248						954,248
16402 - Furniture and Equipment - Additions	1,442,654						1,442,654
16502 - IT - Additions	282,830						282,830
16602 - Aircraft - Additions							0
16902 - Other TCA - Additions							0
15102 - CIP - Additions							0
-TOTAL ACQUISITIONS	33,954,183	671,000	0	0	0	0	34,625,183
Sources of Financing							0
TCU Capital Grant	28,467,566	563,350					29,030,916
TCU Operating Grant used for Capital	0						0
Other Provincial Funding	0						0
Internal Reserve	4,011,340	107,650					4,118,990
OFA Financing	0						0
Third Party Funding - Federal	11,750						11,750
Third Party Funding - Municipalities	433,000						433,000
Student Bodies							0
Other Third Party Funding	1,030,527						1,030,527
-Total Source of Financing	33,954,183	671,000	0	0	0	0	34,625,183
<i>Control - Total Additions vs Total Financing</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>

[Go Back to Capital Project Summary Tab](#)

Notes:

Planned Sources of Financing:

Sources of financing are as of the date of project completion. For example, if a college will borrow during construction period but will use third party funding, e.g. student levies to repay the loan over a few years, treat it as OFA financing.

If a college is not sure whether the financing is from the OFA or a private lender, treat it as OFA loan.

New Additions Only

Please enter new additions only into the asset categories i.e. do not record transfers from CIP here. Record the transfers in the Capital Assets tab.

2015-2016 Colleges Budget Input Template

College: 0110
 Prepared By: Angie Sims

Fleming

Capital Project 2 Details

Project Name (carried from Capital Project Summary Tab) :

enter data only in yellow cells

Annual renewal

Year Descriptions	2014-15 and Before	2015-16	2016-17 Forecast	2017-18 Forecast	2018-19 Forecast	2019-20 Forecast	Total
16102 - Land - Additions							0
16302 - Building - Additions		627,061	500,000	500,000	500,000	500,000	2,627,061
16202 - Site Improvements - Additions		43,432	200,000	200,000	200,000	200,000	843,432
16402 - Furniture and Equipment - Additions		567,359	600,000	600,000	600,000	600,000	2,967,359
16502 - IT - Additions		368,000	300,000	300,000	300,000	300,000	1,568,000
16602 - Aircraft - Additions							0
16902 - Other TCA - Additions							0
15102 - CIP - Additions							0
-TOTAL ACQUISITIONS	0	1,605,852	1,600,000	1,600,000	1,600,000	1,600,000	8,005,852
Sources of Financing							
TCU Capital Grant							0
TCU Operating Grant used for Capital		101,800	778,000	778,000	778,000	778,000	3,213,800
Other Provincial Funding		1,504,052	822,000	822,000	822,000	822,000	4,792,052
Internal Reserve							0
OFA Financing							0
Third Party Funding - Federal							0
Third Party Funding - Municipalities							0
Student Bodies							0
Other Third Party Funding							0
-Total Source of Financing	0	1,605,852	1,600,000	1,600,000	1,600,000	1,600,000	8,005,852
<i>Control - Total Additions vs Total Financing</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>

[Go Back to Capital Project Summary Tab](#)

Notes:

Planned Sources of Financing:

Sources of financing are as of the date of project completion. For example, if a college will borrow during construction period but will use third party funding, e.g. student levies to repay the loan over a few years, treat it as OFA financing.

If a college is not sure whether the financing is from the OFA or a private lender, treat it as OFA loan.

New Additions Only

Please enter new additions only into the asset categories i.e. do not record transfers from CIP here. Record the transfers in the Capital Assets tab.

2015-2016 Colleges Budget Input Template

College: **0110**
 Prepared By: **Angie Sims**

Fleming

Capital Project 3 Details

Project Name *(carried from Capital Project Summary Tab)* :

enter data only in yellow cells

Annual renovation/modernization

Year Descriptions	2014-15 and Before	2015-16	2016-17 Forecast	2017-18 Forecast	2018-19 Forecast	2019-20 Forecast	Total
16102 - Land - Additions							0
16302 - Building - Additions		295,201	200,000	200,000	200,000	200,000	1,095,201
16202 - Site Improvements - Additions		176,903	100,000	100,000	100,000	100,000	576,903
16402 - Furniture and Equipment - Additions		41,763	230,000	230,000	230,000	230,000	961,763
16502 - IT - Additions		350,109	200,000	200,000	200,000	200,000	1,150,109
16602 - Aircraft - Additions							0
16902 - Other TCA - Additions							0
15102 - CIP - Additions							0
-TOTAL ACQUISITIONS	0	863,976	730,000	730,000	730,000	730,000	3,783,976
Sources of Financing							
TCU Capital Grant							0
TCU Operating Grant used for Capital							0
Other Provincial Funding							0
Internal Reserve		863,976	730,000	730,000	730,000	730,000	3,783,976
OFA Financing							0
Third Party Funding - Federal							0
Third Party Funding - Municipalities							0
Student Bodies							0
Other Third Party Funding							0
-Total Source of Financing	0	863,976	730,000	730,000	730,000	730,000	3,783,976
<i>Control - Total Additions vs Total Financing</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>

[Go Back to Capital Project Summary Tab](#)

Notes:

Planned Sources of Financing:

Sources of financing are as of the date of project completion. For example, if a college will borrow during construction period but will use third party funding, e.g. student levies to repay the loan over a few years, treat it as OFA financing.

If a college is not sure whether the financing is from the OFA or a private lender, treat it as OFA loan.

New Additions Only

Please enter new additions only into the asset categories i.e. do not record transfers from CIP here. Record the transfers in the Capital Assets tab.

This template applies to all or part of an operation of a government organization that is no longer in productive use and unexpected events causing contamination including productive assets. Please see PS 3260.05 for more detail.
 This template is filled for the information included in the Financial Statements.

Contaminated site number:		1	2	3
Name of the Site:	n/a			
Nature of the Contamination:				

Recordable sites

1(a) **Recordable sites** - all 5 criteria have been met for PS 3260 and the liability will be recorded as at March 31, 2016 as a result of adopting the standard this year (i.e., Liability reported in the Statement of Financial Position).

Undiscounted Amount (\$)			
Discounted Amount			

1(b) **Recordable sites - In-Year Activity.** Of the amount in 1(a), provide the amount associated with in-year activity reported in the 2015/16 expense.

Undiscounted Amount (\$)			
Discounted Amount			

1(c) **Recordable Sites** - Of the amount in 1(a), provide the Contaminated Sites recorded **prior to** the adoption of PS3260

Undiscounted Amount (\$)			
Discounted Amount			

Comments

2 **Recoveries reported in the Statement of Financial Position:**

(a) From Litigation or other 3rd parties

Undiscounted Amount (\$)			
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(b) From Provincial Grants

Undiscounted Amount (\$)			
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(c) The amount netted against the liabilities in your F/S.

Undiscounted Amount (\$)			
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Comments

This template applies to all or part of an operation of a government organization that is no longer in productive use and unexpected events causing contamination including productive assets. Please see PS 3260.05 for more detail.
 This template is filled for the information disclosed in the Financial Statements Notes.

Contaminated site number:	1	2	3
Name of the Site:	n/a		
Nature of the Contamination:			

1 **Potential Sites** - Sites where a contamination exists and remediation responsibility is known, but it has not yet been determined whether the contamination exceeds an environmental standard for properties you are responsible for.

Undiscounted Amount (\$)			
--------------------------	--	--	--

Comments			
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2 **Discretionary Sites Costs** - A liability refers to the minimum obligation to comply with Federal or Provincial environmental standards. In some cases we may spend above and beyond that. Such costs are considered discretionary.

Undiscounted Amount (\$)			
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Comments			
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3 **Contingent Sites** - A liability for contaminated site exists but it is unclear whether you are legally responsible for it. Uncertain responsibility is a contingent liability. This is to be reported in the Contingent Liability tab.

Undiscounted Amount (\$)			
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Comments			
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