



CAMBRIAN
COLLEGE

BUSINESS PLAN

2019-2020



Table of Contents

Introduction	3
Action Plans	4
Budget Overview	9
2019-20 Budget.....	11
Capital Assets	12
Conclusion	13
Contact Us	14

The 2019-20 Business Plan is available for download from the College's website at www.cambriancollege.ca

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 2019-20 Business Plan.

Through the dedication, commitment and collective efforts of the College community, Cambrian achieved, over the last 4 years, 100% of the objectives laid out in its 2014-2019 strategic plan. Building on this momentum, Cambrian will move decisively in the next 12 months to reimagine its strategic plan underpinned by its aspirational goals –

- **CHAMPION INNOVATION** by advancing new and creative approaches that transform the learning experience.
- **ENRICH THE STUDENT EXPERIENCE** by increasing access and enabling full participation in the Cambrian College experience.
- **EXPAND OUR INFLUENCE GLOBALLY** by promoting areas of distinction within our organization and beyond our borders

While it engages the community to develop its new five-year strategic plan, the College will sustain a focus on the following key objectives – supporting student achievement through excellence in teaching and learning; expanding research capacity; integrating indigenous education and culture; redesigning work and learning spaces to reflect a ‘destinational’ College; and, advancing its internationalization strategy.

Detailed objectives and associated targets for 2019-2020 are depicted in the tables below.

Action Plans

GOAL - CHAMPION INNOVATION by advancing new and creative approaches that transform the learning experience.

1.0 Strategy: Support student success through a focus on teaching and learning excellence and innovation

Objective	Target/ Outcome
1.0	Develop a plan to support the introduction of inclusive design across all programs <ul style="list-style-type: none"> • Develop plan by April 1, 2020
1.2	Introduce new programming that supports the College's goal of being a 'destinational' college <ul style="list-style-type: none"> • Introduce innovative and flexible programs • Design curriculum using innovative pedagogy and practices • Leverage curriculum review, program renewal and accreditation practices • Leverage Program Advisory Committees and industry partnerships <ul style="list-style-type: none"> • Submit 3 new programs to the Board of Governors for approval • Increase online and hybrid options • Launch PAC Enhancement Strategy
1.3	Develop an academic equipment and facilities renewal process that supports innovation and student success <ul style="list-style-type: none"> • Implement minimum presence requirements for usage of the LMS • Support educational technology pilots that contribute to student success <ul style="list-style-type: none"> • Launch minimum presence requirements in fall 2019 • Launch 6 educational pilots
1.4	Increase enrolment through the introduction of additional in-takes as a 12-Month College <ul style="list-style-type: none"> • Identify additional programs that can admit students in January and May
1.5	Support Teaching and Learning Excellence through faculty development <ul style="list-style-type: none"> • Redevelop faculty orientation program • Launch revised faculty performance review process • Expand Champion Model to increase offerings and usage of Teaching and Learning Innovation Hub services Fall 2019 launch for: <ul style="list-style-type: none"> • Faculty orientation program • Faculty performance review process • Expanded champion model

2.0 Strategy: Further enhance research capacity at Cambrian College

Objective		Target/ Outcome
2.1	Launch the Technology Access Centre for Smart Mining	<ul style="list-style-type: none">• Team in place Fall 2019
2.2	Expand opportunities for collaboration with faculty and students through curriculum integration	<ul style="list-style-type: none">• Document all capstone courses in Fall 2019• Integrate applied research in capstone courses
2.3	Increase engagement and outreach efforts with faculty, staff, and the community	<ul style="list-style-type: none">• Launch Planning Research Day – Fall 2019
2.4	Explore international research opportunities	<ul style="list-style-type: none">• Develop plan for target markets – Winter 2020
2.5	Introduce a Scholarship of Teaching and Learning research program to support teaching and learning excellence	<ul style="list-style-type: none">• Develop research program – Fall 2019• Launch Winter 2020

GOAL - ENRICH THE STUDENT EXPERIENCE by increasing access and enabling full participation in the Cambrian College experience.

3.0 Strategy: Focus on indigenous education and ensure governance structure supports it

Objective	Target/ Outcome
3.1 Integrate indigenous education into academic programming	<ul style="list-style-type: none"> • Expand stackable credential in Indigenous Education • Expand general education options that focus on Indigenous learning
3.2 Provide ongoing education to faculty and staff on indigenous traditions, culture, and history	<ul style="list-style-type: none"> • 2 all-staff workshops provided • Host Indigenous Symposium in Winter 2020
3.3 Provide cultural academic counselling support for Indigenous learners	<ul style="list-style-type: none"> • Recruit 2 Indigenous student tutors
3.4 Strengthen relationships with the indigenous community	<ul style="list-style-type: none"> • Increase access to post-secondary education through academic programming that supports successful transition of Indigenous learners to Cambrian – General Arts and Science Indigenous Certificate • Increase the number of students from the James Coast area by 10% • Host an annual community Pow Wow and Indigenous Fashion Show in 2020 • Host a Horizons Conference in May 2020 for potential Indigenous learners • Organize and promote an event with our Indigenous Student Circle in 2020 to promote ‘Orange Shirt Day’ as well as the ‘Moosehide Campaign’ to support Murdered and Missing Indigenous Women
3.5 Use evidence-based research to identify and increase Indigenous student success	<ul style="list-style-type: none"> • Develop annual Indigenous Student Report to be used for planning purposes

4.0 Strategy: Redesign work and learning spaces that reflect Cambrian’s goal of being a ‘destinational’ College

Objective	Target/ Outcome
4.1 Develop a campus master plan	<ul style="list-style-type: none"> • Plan developed and initiated Summer 2020
4.2 Create additional capacity for informal student learning spaces	<ul style="list-style-type: none"> • Pilot additional spaces in Fall 2019
4.3 Pilot redesigned classroom spaces and assess their impact on student success	<ul style="list-style-type: none"> • Survey faculty and students regarding experience in new spaces in fall 2019 and winter 2020.
4.4 Address prioritized deferred maintenance requirements	<ul style="list-style-type: none"> • Summer 2019

GOAL - EXPAND OUR INFLUENCE GLOBALLY by promoting areas of distinction within our organization and beyond our borders.

5.0 Strategy: Implement Phase 2 of the internationalization strategy at Cambrian College

Objective		Target/ Outcome
5.1	Diversify efforts to expand recruitment in Asia and South American countries	<ul style="list-style-type: none"> • Increase non-India applications by over 30%
5.2	Develop community and global partnerships for study abroad and exchange opportunities	<ul style="list-style-type: none"> • Define and exploit 2 key partnership opportunities
5.3	Continue to develop intercultural competencies through training and curriculum development	<ul style="list-style-type: none"> • Introduce additional training resources to support Intercultural competencies (online) • Participate in intercultural symposium at College Boreal May 2019

Budget

Overview

Cambrian's Board of Governors approved a balanced budget for 2019/20. The College has continued to make significant efforts during this budget cycle to align resources and ensure that the allocation is based on achieving strategic objectives and risk mitigation strategies.

Assumptions

Below are some of the assumptions that were used in the 2019/20 budget:

Revenues

- Grant projections were based on the new College Funding Framework, including the introduction of Corridor Funding.
- Domestic Tuition fee rates decreased for standard programs by 10% in accordance with the 19/20 Tuition Fee Framework.
- International Tuition fee rates were projected to increase 4% as approved by the Board of Governors.
- Enrolment projections included flat domestic enrolment and international enrolment levels projected with a slight increase from enrolment during the Winter 2019 term.
- Other and ancillary incomes were increased by inflation.

Expenses

- Labour expenses were estimated to increase as required to meet expected enrolment levels and in accordance with the College's various contracts and to reflect movements through pay grids.
- All non-salaried expenses have been increased at rates of inflation.

External Factors

There are external challenges present in the post-secondary environment that either currently impact or could impact our results. Further details are as follows:

1. Domestic and International enrolment

The 2019/20 budget includes estimates for both domestic and international enrolment. Variations from these estimates, particularly international, could have a significant impact on our results. The College is making efforts to diversify our international student population to mitigate the financial risk that could occur in any one specific international location.

2. Provincial Funding

The province provided one-time funding to the College in 18/19 in the amount of \$3.2M to help support delivering quality education. Given that this was a one-time grant, the College was able to identify ways to balance the 19/20 budget without this additional funding. In addition, the province is introducing performance based funding which may impact Ministry funding should the College not meet performance targets.

3. Tuition Fee Framework

The province introduced a new tuition fee framework that required the College to reduce tuition fees by 10% across all programs. This tuition fee reduction has been built into the College's 19/2 budget and future projections.

4. Public Private Partnership

In the fall of 2018, the College was provided an update on a previous directive by the Ministry to wind-down our Public Private Partnership we have with Hanson International Academy. The directive to wind down the partnership was reversed, and the College's 19/20 budget includes revenue resulting from this partnership. The College is working with the Ministry to develop guidelines related to these partnerships.

Financial Commentary

For the 2019/20 budget year, the College was able to balance the budget due to the implementation of financial sustainability strategies. The increase in tuition fees offset additional costs resulting from the increase in part-time teaching rates. For 2019/20, due to previously accumulated surpluses and capital grants received, the College will be able to invest approximately \$8M in various priorities including deferred maintenance, academic teaching and learning equipment and space, applied research equipment, and the continuation of paving of roads and parking lots.

The focus in the next year will be to further develop financial sustainability strategies to ensure that the College will be sustainable in future years.

2019-20 Budget

**Cambrian College
2019/20 Budget
Statement of Financial Position**

	Total Balance (\$)
111 - Cash and Cash Equivalents	\$ 38,955,894
112 - Cash in Trust - Endowments	215,235
11 - Cash and Cash Equivalents	39,171,129
121 - Accounts Receivable	7,550,460
12 - Accounts Receivable	7,550,460
141 - Assets for Sale	45,290
142 - Inventory for Consumption	14,278
149 - Other Current Assets	1,562,656
14 - Other Current Assets	1,622,224
161 - Land	159,066
162 - Site Improvements	2,933,244
163 - Buildings	129,918,861
164 - Furniture and Equipment	13,097,347
16 - Tangible Capital Assets	146,108,518
172 - AA Site Improvements	-644,819
173 - AA Buildings	-61,824,349
174 - AA Furniture and Equipment	-7,328,913
17 - Tangible Capital Assets Accumulated Amortization	-69,798,081
181 - Long Term Receivable	1,642,987
18 - Long Term Receivable	1,642,987
191 - Long Term Investments	10,206,429
19 - Investments and Other Long Term Assets	10,206,429
1 - ASSETS	\$ 136,503,666
221 - Accounts Payable and Accrued Liabilities	15,595,580
222 - Accrued Interest	20,695
223 - Current Portion of Long Term liabilities	1,364,798
22 - Accounts Payable and Accrued Liabilities	16,981,073
231 - Deferred Revenue	2,904,911
232 - Deferred Tuition Revenue	14,094,702
23 - Deferred Revenue	16,999,613
241 - Restricted Contributions	2,759,953
24 - Restricted Contributions	2,759,953
251 - DCC	44,867,553
25 - Deferred Capital Contributions	44,867,553
261 - Capital Leases	1,255,535
26 - Capital Leases	1,255,535
271 - Other Debt	7,801,756
272 - Fee-Supported Debt	1,642,991
27 - Debt	9,444,747
292 - Obligation for Postemployment Benefits and Compensated Absences	2,413,000

299 - Derivatives and Other Long Term Liabilities		504,717
29 - Other Long Term Liabilities		2,917,717
2 - LIABILITIES	\$	95,226,191
311 - Unrestricted Net Assets		484,476
31 - Unrestricted Net Assets		484,476
321 - Internally Restricted Net Assets		10,217,901
32 - Internally Restricted Net Assets		10,217,901
331 - Investment in Capital Assets		20,985,973
33 - Investment in Capital Assets		20,985,973
371 - Endowments		8,066,037
37 - Endowments		8,066,037
381 - Accumulated Remeasurement Gain and Losses		1,523,088
38 - Accumulated Remeasurement Gain and Losses		1,523,088
3 - NET ASSETS	\$	41,277,475

Cambrian College
2019/20 Budget
Statement of Operations

	Total Balance
	(\$)
<i>411 - Grant Revenue</i>	\$ 36,664,115
<i>414 - Amortization of Deferred Capital Contributions</i>	2,459,603
41 - Grant Revenue	39,123,718
<i>431 - Tuition Fee - Regulated</i>	13,180,777
<i>432 - Tuition Fee - Unfunded</i>	20,968,964
<i>439 - Tuition Fee - Other</i>	952,353
43 - Tuition Fees	35,102,094
<i>449 - Other Student Fees</i>	1,696,194
44 - Other Student Fees	1,696,194
<i>451 - Contractual Services</i>	11,346,380
45 - Contractual and Other Fee-for-Service	11,346,380
<i>461 - Ancillary Revenue</i>	5,841,138
46 - Ancillary Revenue	5,841,138
<i>491 - Reimbursement of Expenses</i>	110,254
<i>499 - Other Revenue</i>	3,305,190
49 - Other Revenue	3,415,444
4 - REVENUE	\$ 96,524,968
<i>511 - Salaries - Full Time and Partial Load Academic</i>	\$ 21,928,124
<i>512 - Salaries - Part Time and Sessional Academic</i>	6,408,040
<i>513 - Salaries - Support Staff</i>	14,977,479
<i>514 - Salaries - Administrative Staff</i>	8,293,133
<i>515 - Other Salary Costs - Full Time and Partial Load Academic</i>	526,389
<i>517 - Other Salary Costs - Support Staff</i>	89,734
51 - Salaries and Wages	52,222,899
<i>521 - Benefits - Full Time and Partial Load Academic</i>	2,338,353
<i>522 - Benefits - Part Time and Sessional Academic</i>	719,066
<i>523 - Benefits - Support Staff</i>	2,278,852
<i>524 - Benefits - Administrative Staff</i>	856,711
<i>525 - Pension Plans</i>	5,192,521
<i>526 - Postemployment Benefits and Compensated Absences</i>	68,409
52 - Employee Benefits	11,453,912
<i>531 - Transportation and Communication</i>	2,273,307
53 - Transportation and Communication	2,273,307
<i>541 - Services</i>	12,201,398
<i>542 - Utilities and Maintenance</i>	6,760,486
<i>543 - Rental Expenditures</i>	698,204
54 - Services	19,660,088
<i>551 - Supplies and Minor Equipment</i>	3,022,739
55 - Supplies and Minor Equipment	3,022,739

561 - Ancillary Expenditures	264,963
56 - Ancillary Services - Expenditures	264,963
571 - Amortization Expense	4,252,265
57 - Amortization Expense	4,252,265
591 - Interest and Insurance Expenses	939,582
599 - Other Expenses	2,435,213
59 - Other Expenditures	3,374,795
5 - EXPENSES	\$ 96,524,968
<i>(Surplus)/Deficit</i>	\$ -

Capital Assets

Cambrian College Capital Assets

	Budget (\$)				
	2019-20	2020-21 Forecast	2021-22 Forecast	2022-23 Forecast	2023-24 and thereafter
16101 - Land - OB	159,066	159,066	159,066	159,066	159,066
<u>161 - Land</u>	159,066	159,066	159,066	159,066	159,066
16201 - Site Improvements - OB	2,460,015	2,933,244	2,933,244	2,856,624	2,785,594
16202 - Site Improvements - Additions	900,569				
16203 - Site Improvements - Disposals	-427,340		-76,620	-71,030	-291,424
<u>162 - Site Improvements</u>	2,933,244	2,933,244	2,856,624	2,785,594	2,494,170
17201 - AA Site Improvements - OB	-823,863	-644,819	-933,674	-1,142,716	-1,337,920
Amortization	-248,296	-288,855	-285,662	-266,234	-252,377
17203 - AA Site Improvements - Disposals	427,340		76,620	71,030	291,424
<u>172 - AA Site Improvements</u>	-644,819	-933,674	-1,142,716	-1,337,920	-1,298,873
SITE IMPROVEMENT - NET BOOK VALUE	2,288,425	1,999,570	1,713,908	1,447,674	1,195,297
16301 - Buildings - OB	123,804,102	129,918,861	131,918,861	133,918,861	135,918,861
16302 - Buildings - Additions	6,114,759	2,000,000	2,000,000	2,000,000	2,000,000
<u>163 - Buildings</u>	129,918,861	131,918,861	133,918,861	135,918,861	137,918,861
17301 - AA Buildings - OB	-59,023,437	-61,824,349	-64,703,366	-67,630,262	-70,469,566
17302 - AA Buildings - Current Year Amortization	-2,800,912	-2,879,017	-2,926,896	-2,839,304	-2,865,743
<u>173 - AA Buildings</u>	-61,824,349	-64,703,366	-67,630,262	-70,469,566	-73,335,309
BUILDINGS- NET BOOK VALUE	68,094,512	67,215,495	66,288,599	65,449,295	64,583,552
16401 - Furniture and Equipment - OB	12,777,958	13,097,347	8,708,581	9,390,258	10,061,261
16402 - Furniture and Equipment - Additions	1,772,009	1,000,000	1,000,000	1,000,000	1,000,000
16403 - Furniture and Equipment - Disposals	-1,452,620	-5,388,766	-318,323	-328,997	-342,869
<u>164 - Furniture and Equipment</u>	13,097,347	8,708,581	9,390,258	10,061,261	10,718,392
17401 - AA Furniture and Equipment - OB	-7,578,476	-7,328,913	-3,080,095	-4,023,939	-5,108,171
17402 - AA Furniture and Equipment - Current Year	-1,203,057	-1,139,948	-1,262,167	-1,413,229	-1,534,788
17403 - AA Furniture and Equipment - Disposals	1,452,620	5,388,766	318,323	328,997	342,869
<u>174 - AA Furniture and Equipment</u>	-7,328,913	-3,080,095	-4,023,939	-5,108,171	-6,300,090
FURNITURE & EQUIPMENT - NET BOOK VALUE	5,768,434	5,628,486	5,366,319	4,953,090	4,418,302
<u>NET TANGIBLE CAPITAL ASSETS</u>	76,310,437	75,002,617	73,527,892	72,009,125	70,356,217
<u>TOTAL ACQUISITIONS</u>	8,787,337	3,000,000	3,000,000	3,000,000	3,000,000
<u>TOTAL AMORTIZATION</u>	-4,252,265	-4,307,820	-4,474,725	-4,518,767	-4,652,908

Conclusion

The Business Plan for 2019-20 represents the collective efforts of all College stakeholders. The Business Plan was prepared in a fiscally responsible manner and includes performance targets and outcomes in order to hold the College accountable for meeting its strategic goals.

Through the preceding years of its strategic plan, Cambrian will continue to track and assess its progress towards achieving its aspirational goals.

Contact Us

Cambrian College of Applied Arts and Technology
1400 Barrydowne Road, Sudbury, Ontario P3A 3V8
(705) 566-8101
info@cambriancollege.ca
www.cambriancollege.ca