



BUSINESS PLAN



2018/2019





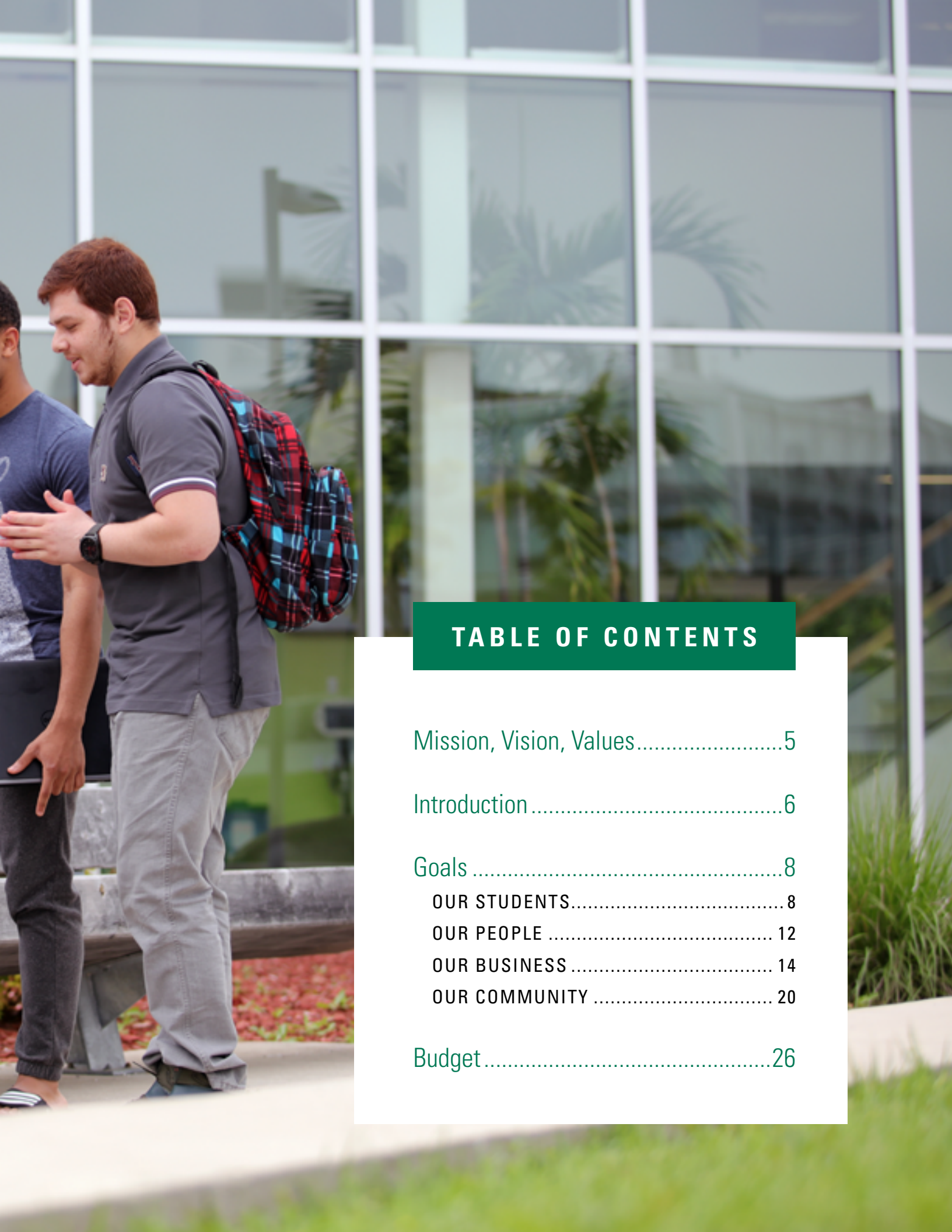


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Mission

The student experience comes first.

Vision

Durham College is the premier post-secondary destination for students to succeed in a dynamic and supportive learning environment. Our graduates develop the professional and personal skills needed to realize meaningful careers and make a difference in the world.

Values

INTEGRITY AND TRANSPARENCY

We behave and communicate sincerely and honestly.

RESPECT

We treat everyone with dignity, deliver superior service and offer a safe environment.

EQUAL ACCESS AND DIVERSITY

We embrace uniqueness, ensure accessibility and champion all learners.

PERSONAL AND TEAM ACCOUNTABILITY

We do what we say we will do and are creative and innovative in how we conduct our business.

COLLABORATION

We create opportunities to work together to foster learning and achieve success.

Introduction

After celebrating our 50th anniversary in 2017, Durham College (DC) is now boldly looking ahead to the next five decades and beyond. Driven by a commitment to experiential learning, applied research and innovation, and underscored by its mission that the student experience comes first, the college continues to be a leader in post-secondary education.

The 2018-2019 Business Plan was developed alongside the new Enrolment Management Plan, the Academic Plan and the International and Global Engagement Plans. Together, these four documents help provide direction and guidelines to achieve the goals of the Strategic Plan. It focuses on 23 objectives divided among DC's four pillars – Our Students, Our People, Our Business and Our Community – and will guide us for the next 12 months as we work to achieve our goals.

All one has to do is look at our campuses and learning site, explore our more than 140 market-driven programs or consider our community and economic impact, which is \$913.3 million to Durham Region according to a recent study conducted by Economic Modeling Specialists International, to see that DC is growing.

Highlights of the 2018-2019 year include:

- The launch of several new applied-research initiatives including the DC Hub for Applied Research in Artificial Intelligence for Business Solutions or AI Hub and the Centre for Craft Brewing Innovation or CCBI.
- The installation of the Simcoe Geothermal Field.
- The first intake of students in our new Bachelor of Health Care Technology Management degree program.
- The launch of 12 co-op and seven full-time programs.
- The opening of the Centre for Collaborative Education.
- Breaking ground for a new residence to be built at the Whitby campus.
- Continued work with community partners on exciting initiatives including the TeachingCity and Autonomous Vehicle Innovation Network or AVIN project.

All these developments serve as examples of the many reasons DC has received both local and national accolades in recognition of our efforts. These include being named one of Greater Toronto's Top Employers for 2018, one of Canada's Greenest Employers for 2018, for the second year in a row, and one of Canada's Top 50 Research Colleges for a fifth consecutive year. Bistro '67, the college's full-service, teaching-inspired restaurant, was named one of the 150 Best Neighbourhood Gems in Canada by OpenTable, the world's leading provider of online restaurant reservations and our Journalism – Mass Media program won top honours at the Ontario Community Newspaper Association's Better Newspapers Competition in the Best College/University website and Student Feature Writing categories. Our students also continue to make their mark. At this year's 29th annual Skills Ontario competition seven DC students earned six medals – two gold, two silver and two bronze – in post-secondary categories and two students in the Paramedic program, along with their professors, took first-place honours at the National Paramedic Competition.

While this document acts as our Business Plan, it also gives us an opportunity to reflect on where we've been as an institution. It clearly maps out our plan for the future, recognizing the role everyone in the DC family plays in ensuring the success of our students and upholding the college's quality and reputation as an institution.

The Capital Budget was approved by the Board of Governors in April 2018, the 2018-2019 Business Plan was approved in May 2018, and the Operating Budget was approved in June 2018.



GOAL 1



OUR STUDENTS

TO PROVIDE STUDENTS WITH THE BEST POSSIBLE LEARNING EXPERIENCE.

WE WILL:

- Deliver high-quality programs to help students develop a wide range of career-ready skills.
- Expand flexible, experiential and global learning opportunities.
- Support students' well-being with a focus on adaptability and resilience.
- Build lifelong relationships with students.

Objective 1 Ensure recruitment and enrolment strategies that achieve DC established targets.

ACTION	MEASUREMENT
<ul style="list-style-type: none"> Develop annual strategies for the working groups of the Enrolment Advisory Committees (recruitment; student persistence and retention), that support the goals identified in the Enrolment Management Plan (EMP). 	<ul style="list-style-type: none"> Completion of EMP templates for years 2017-2018, 2018-2019 and 2019-2020.
<ul style="list-style-type: none"> Implement an online registration management system to provide corporate training services customers with the ability to register and pay for programs. 	<ul style="list-style-type: none"> Registration management system implemented and fully functional by Q4.
<ul style="list-style-type: none"> Develop new admissions and recruitment systems to support a greater diversity of international students by country and program area. 	<ul style="list-style-type: none"> International students representing at least 63 countries enrolled at the college.
<ul style="list-style-type: none"> Achieve domestic enrolment targets for 2018-2019 academic year. 	<ul style="list-style-type: none"> Enrolment targets for new and returning domestic students are met. Domestic enrolment will be strategically maintained at 0 per cent growth.
<ul style="list-style-type: none"> Implement recommendations arising from the Strategic Enrolment Services Customer Service Standards project. 	<ul style="list-style-type: none"> The five recommendations from the Customer Service Standards – Summary of Findings report are successfully implemented.



Objective 2 Support program development and excellence.

ACTION	MEASUREMENT
<ul style="list-style-type: none"> Ensure exceptional quality in our academic programs. 	<ul style="list-style-type: none"> Development and submission of the college's third degree program. Achieve Ministry of Education and Skills Development consent for our second degree program submission. Implement a new course code protocol. Revise and implement mapping process for new program development, comprehensive program review and new program standards. Establish Program Advisory Committees for Cannabis Industry Specialization certificate and mental health programs in the School of Continuing Education.
<ul style="list-style-type: none"> Increase work-integrated learning opportunities. 	<ul style="list-style-type: none"> Launch 12 new co-op programs: <ul style="list-style-type: none"> School of Business, IT & Management <ol style="list-style-type: none"> Accounting – Business Administration Finance – Business Administration Human Resources – Business Administration Marketing – Business Administration Supply Chain and Operations Management – Business Administration School of Science & Engineering Technology <ol style="list-style-type: none"> Civil Engineering Technician Civil Engineering Technology Water Quality Technician School of Justice & Emergency Services <ol style="list-style-type: none"> Fire and Life Safety Systems Technician Office Administration – Legal Centre for Food <ol style="list-style-type: none"> Hospitality – Hotel and Restaurant Operations Management School of Skilled Trades, Apprenticeship & Renewable Technology <ol style="list-style-type: none"> Welding Engineering Technician Create administrative protocols for managing co-op students and employers for the durations of the co-op experience, from application to work term completion.
<ul style="list-style-type: none"> Implement the Career Ready Fund initiative to create new and enhanced experiential learning (EL) opportunities. 	<ul style="list-style-type: none"> Establish more than 12 new EL projects. Create more than 250 new EL opportunities across at least six different schools.
<ul style="list-style-type: none"> Identify and implement new course delivery options in the School of Continuing Education. 	<ul style="list-style-type: none"> Pilot new delivery models, and assess whether learner needs have been met or improved.

- Support internationalization of the curriculum.

- Create international professional-development opportunities for faculty as well as employees in the Centre for Faculty and Academic Enrichment (CAFE).
- Utilize a seconded faculty facilitator to support the interculturalization and globalization of curriculum in CAFE.
- Establish an internationalization community of practice in the CAFE.
- Increase funding for international entrepreneurship, experiential education and research in cooperation with the Office of Research Services, Innovation & Entrepreneurship.
- Engage faculty in education abroad, international projects and other opportunities to gain a variety of global experiences to incorporate into their curriculum and classes.
- Develop a culture of internationalization through the provision of internal and external professional development opportunities.

- Successfully launch seven new post-secondary programs in fall 2018

Launch of:

- Cosmetic Techniques and Management;
- Esthetician – Spa Management;
- Data Analytics for Business Decision Making;
- Civil Engineering Technology;
- Civil Engineering Technician;
- Bachelor of Health Care Technology Management; and
- Power Engineering Techniques.



Objective 3 Expand access to quality student services.

ACTION	MEASUREMENT
<ul style="list-style-type: none"> Collaborate with community partners to advance student entrepreneurship, to support the needs of the local economy and labour market. 	<ul style="list-style-type: none"> Implement a new student conference in January 2019 for dual-credit students enrolled in the DC Entrepreneurship I course, with the goal of attracting at least 100 students. Successfully expand FastStart programming delivered within the Centre for Collaborative Education, in collaboration with at least three community partners.
<ul style="list-style-type: none"> Achieve substantial progress of construction of new residence for Whitby campus. 	<ul style="list-style-type: none"> Site plan agreement amendment – summer 2018. Construction to start fall 2018. Occupancy September 2019.
<ul style="list-style-type: none"> Develop and launch a health promotion strategy. 	<ul style="list-style-type: none"> Coordinate health promotions on campus to support the health promotion strategy. Create and facilitate wellness workshops to increase student resiliency, with a goal of hosting 15 workshops reaching 300 participants.
<ul style="list-style-type: none"> Develop access, transitions and retention model of service in response to MAESD Ontario Post-secondary Access and Inclusion program. 	<ul style="list-style-type: none"> Successfully launch new delivery model to support in-risk students, targeting 1,000 participants.
<ul style="list-style-type: none"> Provide access, retention and success strategies for all students on campus through effective processing of student conduct issues. 	<ul style="list-style-type: none"> Whenever possible use more informal, less severe strategies to achieve a resolution in 80 per cent plus of student conduct cases. The final report of which will be issued in Q4.



Objective 4 Increase awareness of new and existing programs through an engaging marketing and communications initiative.

ACTION	MEASUREMENT
<ul style="list-style-type: none"> Improve program reputation by managing program-specific media relations strategies. 	<ul style="list-style-type: none"> Support the signature and priority program strategy, increase media engagements by 10 per cent (50 engagements) by March 2019. Develop a media training kit, to be piloted by training one faculty member from each school. Faculty member will be determined in consultation with the vice-president, Academic and deans. Completion date Sunday, March 31, 2019.
<ul style="list-style-type: none"> Implement strategic marketing plan to support phase two of the School of Continuing Education's (ConEd) newly developed goals and objectives. 	<ul style="list-style-type: none"> Conduct an analysis of ConEd's market presence and brand. Develop and launch creative messaging for campaigns in fall 2018 and winter and spring 2019, to contribute to ConEd's business goals and objectives. Review, optimize and pilot digital and social media campaigns in winter and spring 2019, to ensure alignment with ConEd's new direction.
<ul style="list-style-type: none"> Continue Bachelor of Health Care Technology Management – Honours marketing and promotion. 	<ul style="list-style-type: none"> Survey students in the first class to assess effectiveness of advertising and marketing strategy. Consult with Degree Task Force to review and revise year one strategic marketing and communications plans to inform the development and implementation of a new plan for fall 2018. Achieve target goal of 25,000 page views on program web page from March 31, 2018 to March 31, 2019. Update program video to also include students, facilities and faculty. To be completed by Thursday, January 31, 2019.
<ul style="list-style-type: none"> Reinforce the Enrolment Advisory Committee (EAC) working groups in their Enrolment Management Plan (EMP) deliverables – specifically the Student Recruitment and Student Persistence and Retention Working Groups. 	<ul style="list-style-type: none"> Support the EAC in achieving their deliverables in the EMP. Complete actions outlined by working groups within determined timelines.
<ul style="list-style-type: none"> Complete website redesigns for Bistro '67, the Global Class and the International Office, as well as phase two for ConEd. 	<ul style="list-style-type: none"> Bistro '67: Launch new website, which includes content about catering and events and Pantry, to align with operational and customer behavior, by Monday, April 30, 2018. The Global Class: Launch new website to align with DC's brand and utilize the organization's software and hardware resources, by Tuesday, July 31, 2018. The International Office: Create a recruitment and admissions focused microsite by separating domestic from International student recruitment and admissions information, by Tuesday, July 31, 2018. ConEd: Redesign website to align with new corporate site design, by Friday, June 1, 2018.

Objective 5 Engage students with DC Alumni Association throughout the student lifecycle.

ACTION	MEASUREMENT
<ul style="list-style-type: none"> Recruit student representation to Durham College Alumni Association (DCAA) Board. 	<ul style="list-style-type: none"> Member of Durham College Students Inc. takes position on DCAA Board in September.
<ul style="list-style-type: none"> Promote the DCAA through the Alumni Guest Speaker Program, branded items, and participation at student events. 	<ul style="list-style-type: none"> Increase the usage of and number of gifts distributed through the Alumni Guest Speaker Program by 20 per cent. Have representatives from the DCAA attend Convocation ceremonies to distribute relevant materials.
<ul style="list-style-type: none"> Create graduation guide for new alumni. 	<ul style="list-style-type: none"> Ensure the guide is completed and available for distribution at the Countdown to Grad event in spring 2019.
<ul style="list-style-type: none"> Provide global learning opportunities for alumni through DC international programs. 	<ul style="list-style-type: none"> Work with International Office to investigate opportunities for alumni to participate in global learning opportunities by Q4.
<ul style="list-style-type: none"> Continue to focus on improving and promoting alumni benefits with alumni and graduating students. 	<ul style="list-style-type: none"> Increase number of benefits by 20 per cent, with a specific focus on provincial and national benefits by Q4. Increase revenue from the DCAA affinity programs by five per cent by Q4.
<ul style="list-style-type: none"> Develop a pilot program where DC alumni can provide mentorship to current students. 	<ul style="list-style-type: none"> Launch a pilot mentorship program for Indigenous students by the end of Q3. Investigate informal mentorship options in Q3.
<ul style="list-style-type: none"> Develop an alumni-focused support system for students. Engage with DC alumni to provide support for current students. 	<ul style="list-style-type: none"> Alumni Kind Mail program is implemented in time for exam week. Investigate possibility of hosting an event focused on overcoming barriers, where alumni share stories with students. To be completed by the end of Q2.

Objective 6 Increase alumni presence on campus.

ACTION	MEASUREMENT
<ul style="list-style-type: none"> Develop and introduce reunion/homecoming opportunities for alumni. 	<ul style="list-style-type: none"> Implement Reunion in a Box by end of Q2. Determine feasibility of offering reunion opportunities as an add-on to events already happening on campus by the end of Q3.
<ul style="list-style-type: none"> Develop new ways to recognize and promote notable alumni. 	<ul style="list-style-type: none"> Implement a communications plan that promotes alumni accomplishments and events through digital signage and other creative displays on campus by end of Q3.
<ul style="list-style-type: none"> Host alumni/global classroom event. 	<ul style="list-style-type: none"> Global alumni event takes place in new Global Class. Consider tying into opening of Centre for Collaborative Education in Q3.



GOAL 2



OUR PEOPLE

TO OPTIMIZE THE EXPERIENCE AND EXPERTISE OF OUR PEOPLE AND HELP THEM MAKE THE BEST POSSIBLE CONTRIBUTION TOWARD THE STUDENT EXPERIENCE.

WE WILL:

- Improve communication across all levels of the college to better facilitate co-operation, collaboration and a culture of service.
- Continue to grow diversity in our workforce to reflect our student body and community.
- Cultivate and reward employee engagement, creativity and innovation.
- Invest in the professional development and personal well-being of our employees.

Objective 1 Support employee development.

ACTION	MEASUREMENT
<ul style="list-style-type: none"> Promote professional development for faculty to learn updated technologies. 	<ul style="list-style-type: none"> Track and continue to provide learning opportunities to support faculty needs and the integration of emerging technologies. Provide workshops on video wall usage and encourage adoption of that technology to support their curriculum. Continue to upgrade and update the Web Based Course Outline Tool. Roll out and support new DC Connect Refresh (implement by May 2018).
<ul style="list-style-type: none"> Execute action plans in response to Employee Engagement Survey. 	<ul style="list-style-type: none"> Successful implementation of at least three action plan items related to the Employee Engagement Survey including but not limited to introductory courses on Lynda.com, collaboration with Human Resources to deliver sessions on improving employability skills and indigenizing the campus through cultural safety training sessions.
<ul style="list-style-type: none"> Launch a diversity community of practice. 	<ul style="list-style-type: none"> Launch an online community practice to support faculty in areas of diversity, inclusion and equity. Target – 50 participants.

Objective 2 Review and revise business practices to ensure Employment Standards Act (ESA) compliance and implementation of provisions of Bill 148.

ACTION	MEASUREMENT
<ul style="list-style-type: none"> Implement provisions of new academic collective agreement. 	<ul style="list-style-type: none"> Prepare and maintain partial load registry, adjust service accrual and provide training to academic leaders.
<ul style="list-style-type: none"> Review and revise business practices to ensure compliance with ESA and Bill 148. 	<ul style="list-style-type: none"> Implement minimum wage adjustments and record keeping, leave provisions, public holiday and vacation pay requirements, in accordance with the terms and timelines of the ESA and Bill 148.

Objective 3 Collaborate with Corporate Council members to enhance relationships with potential prospects.

ACTION	MEASUREMENT
<ul style="list-style-type: none"> Collaborate with the Corporate Council on events that involve employers. 	<ul style="list-style-type: none"> Develop a proactive plan to collaborate on new and existing opportunities, to engage with employers. Participate in at least three new events that the Office of Development and Alumni Affairs has not been associated with before.
<ul style="list-style-type: none"> Develop joint road show with Corporate Council members to grow relationships with clients and donors. 	<ul style="list-style-type: none"> Hold joint meetings with Corporate Training Services clients and prospective donors in Q2. Investigate cross-promotion opportunities with Office of Research Services Innovation and Entrepreneurship and the International Office in Q3.



GOAL 3



OUR BUSINESS

TO MANAGE RESOURCES RESPONSIBLY AND ENSURE THAT WE ARE FINANCIALLY AND ENVIRONMENTALLY SUSTAINABLE, DEMONSTRATE GOOD GOVERNANCE, AND ARE LEADERS IN THE SUPPORT OF OUTSTANDING TEACHING AND LEARNING.

WE WILL:

- Offer quality programs, services and systems that modernize, support and grow our business.
- Maximize resources and processes in all aspects of our business oversight and leadership to achieve financial sustainability.
- Connect our objectives with economic, social and environmental policy perspectives that support the well-being of our local, provincial, national and international community.
- Expand our reputation among the local and global community.

Objective 1 Implement the Strategic Mandate Agreement (SMA).

ACTION	MEASUREMENT
<ul style="list-style-type: none"> Align DC's Business Plan activities with MAESD priorities. Strategic Mandate Agreement 2 (SMA2) priorities: <ul style="list-style-type: none"> Student Experience Innovation in Teaching and learning Excellence Access and Equity Research Excellence Innovation, Economic Development and Community Engagement 	<ul style="list-style-type: none"> Demonstrate alignment in SMA Report Back, as prepared by the Office of Research Services Innovation and Entrepreneurship. Use the SMA Report Back to share the results.

Objective 2 Provide college-system leadership.

ACTION	MEASUREMENT
<ul style="list-style-type: none"> Align business plan activities with appropriate Colleges and Institutes Canada and Colleges Ontario advocacy initiatives, supporting projects and sharing information. 	<ul style="list-style-type: none"> Where beneficial, align business plan to provincial priorities. DC President Don Lovisa to chair Colleges Ontario effective Sunday, July 1, 2018. Ensure actions in strategic government relations plan provide support for DC and the college system.

Objective 3 Complete capital projects on time and on budget.

ACTION	MEASUREMENT
<ul style="list-style-type: none"> Complete renovations at Vaso's Field. 	<ul style="list-style-type: none"> Artificial turf is installed by Friday, August 10, 2018, with the remaining renovations completed by Friday, August 24, 2018.
<ul style="list-style-type: none"> Use funds provided through the Greenhouse Gas Reduction program to build Simcoe Geothermal Field. 	<ul style="list-style-type: none"> Engineering and development work has begun, scheduled for completion by March 2019.
<ul style="list-style-type: none"> Complete new facility (architectural) renewal program, effectively updating and modernizing space on campus. 	<ul style="list-style-type: none"> Implementation of L and B-Wing renovations in summer 2018. Design work for D-Wing for 2019 implementation. Continue renovations of Simcoe Village first floor to create more administrative space. Relocate IT from the second floor D-Wing.
<ul style="list-style-type: none"> Prepare parameters and budget for 2019-2020 capital facility plan. 	<ul style="list-style-type: none"> Plan is prepared and approved by the end of this fiscal year.

Objective 4 Update Information technology systems to improve student experience.

ACTION	MEASUREMENT
<ul style="list-style-type: none"> • Install video wall in Centre for Collaborative Education. 	<ul style="list-style-type: none"> • Link video wall with other audio-visual equipment in Global Classroom. • Go live.
<ul style="list-style-type: none"> • Implement new firewall. 	<ul style="list-style-type: none"> • Select equipment and procure equipment. • Implement security settings and install equipment on network. • Go live.
<ul style="list-style-type: none"> • Upgrade Banner administrative applications. 	<ul style="list-style-type: none"> • Deliver baseline Banner 9 administrative applications for initial user familiarization, navigational training, and process evaluation. • Deliver testing system with Banner 9 administrative applications integration for extended functional evaluation. • Complete user testing. • Go live.

Objective 5 Support effective college governance.

ACTION	MEASUREMENT
<ul style="list-style-type: none"> • Ensure compliance against legislated requirements. 	<ul style="list-style-type: none"> • Implement payroll-reporting requirements for Bill 148 and Employment Standards Act (ESA). • Ensure procurement-tendering processes are compliant with the new Canada Free Trade Agreement and Canadian European Trade Agreements by Sunday, July 1, 2018.
<ul style="list-style-type: none"> • Implement college-wide records management best practices. 	<ul style="list-style-type: none"> • The Records Management Office will conduct a Records Compliance Audit to establish the current level of compliance for each department in the college. • The Records Management Office will work with each department to develop a plan to transition records compliance to a minimum of a Level-three essential compliance. • The Records Management Office will work with the School of Health & Community Services (HCS) and IT on a pilot project to implement a Banner Document Management System (BDMS) for their student records. • The Records Management Office will work with the chief financial officer to continue implementing BDMS for invoices, cheque copies and journal vouchers and HCS.
<ul style="list-style-type: none"> • Participate in and support Canada Anti-spam Legislation Audit and process outcomes. 	<ul style="list-style-type: none"> • Develop a process and procedures document for the department in Q3.
<ul style="list-style-type: none"> • Improve and grow use of Raiser's Edge (RE) for content records management (CRM) for Office of Development and Alumni Affairs and President's Office. 	<ul style="list-style-type: none"> • President's Office is trained and using RE in Q1. • Integrate Banner and RE are in Q4.
<ul style="list-style-type: none"> • Continue to foster collaborative opportunities with University of Ontario Institute of Technology. 	<ul style="list-style-type: none"> • Report on pathways programs. • Review work description documents. • Hold joint executive meetings with the two Boards. • Explore joint marketing opportunities.





Objective 6 Support effective board governance.

ACTION	MEASUREMENT
<ul style="list-style-type: none"> Support new governors by providing orientation and mentorship. 	<ul style="list-style-type: none"> Implement new governor mentorship program. Provide orientation and support for new governors through good governance certificates, conferences and planned board events.
<ul style="list-style-type: none"> Provide board overview of political (party) priorities post election. 	<ul style="list-style-type: none"> Government relations strategy to report on elections and provide presentation pre-election about party positions and priorities, keeping the board informed of political events and initiatives after.

Objective 7 Improve supports and processes development of administrative operations.

ACTION	MEASUREMENT
<ul style="list-style-type: none"> Continue to improve operational processes. 	<ul style="list-style-type: none"> Implement e-transfers for student refunds by Saturday, June 30, 2018. Develop Advance Contract Award Notifications process by Saturday, June 30, 2018. Implement the forecasting function within the Fast Administrative Support Tool Budget Module by Friday, August 31, 2018.
<ul style="list-style-type: none"> Implement college's records-retention policy and sustainability initiatives. 	<ul style="list-style-type: none"> Create a tendering-documents repository on the network by Friday, June 1, 2018. Implement Banner Document Management System for Accounts Payable invoices by Wednesday, June 20, 2018.
<ul style="list-style-type: none"> Relocate Corporate Training Services including Truck Driver/ Technical Training program from Whitby campus to alleviate space constraints. 	<ul style="list-style-type: none"> Secure space offsite.



Objective 8 Continue financial sustainability practices and priorities.

ACTION	MEASUREMENT
<ul style="list-style-type: none"> Maintain financial stability and profitability. 	<ul style="list-style-type: none"> Achieve a balanced budget for 2018-2019.
<ul style="list-style-type: none"> Identify strategies to reduce operating expenditures. 	<ul style="list-style-type: none"> Obtain Statement of Value appraisals for Whitby campus and Simcoe Residence to further reduce insurance premiums.

Objective 9 Improve environmental sustainability efforts.

ACTION	MEASUREMENT
<ul style="list-style-type: none"> Create an environmental sustainability plan that lays out goals and efforts that focus on improving environmental sustainability and reducing greenhouse gas emissions on campus. 	<ul style="list-style-type: none"> Environmental Sustainability Plan developed and approved by the end of the fiscal year.



Objective 10 Complete Building Something Amazing (BSA) campaign.

ACTION	MEASUREMENT
<ul style="list-style-type: none"> Raise remaining \$750,000 of \$5,000,000 Building Something Amazing (BSA) capital campaign goal. 	<ul style="list-style-type: none"> Total BSA fundraising goal is reached by Q1.
<ul style="list-style-type: none"> Complete stewardship plan for BSA donors. 	<ul style="list-style-type: none"> Donor wall complete in Q2. Naming signage complete in Q2. Building opening event in Q2.

Objective 11 Develop a multi-faceted annual giving campaign.

ACTION	MEASUREMENT
<ul style="list-style-type: none"> Develop strategies to grow participation in Payday Lottery. 	<ul style="list-style-type: none"> Ten per cent increase in Payday Lottery participation by Q3.
<ul style="list-style-type: none"> Introduce Highest Needs campaign to encourage ongoing contributions from employees, retirees and volunteers. 	<ul style="list-style-type: none"> Renew BSA participants and migrate to Highest Needs campaign in Q1. Promotion materials for Highest Needs campaign developed in Q1. Communication plan developed in support of the Highest Needs campaign in Q1.
<ul style="list-style-type: none"> Gain additional funding and support through multi-channel alumni micro campaigns for the following areas: <ul style="list-style-type: none"> Civil Engineering Strategy E-gaming Strategy Cannabis Partners Strategy 	<ul style="list-style-type: none"> E-campaign plan developed in Q3. Include an opportunity to give call to action in all alumni communication by Q2.



GOAL 4



OUR COMMUNITY

TO CONTRIBUTE AND RESPOND TO THE ECONOMIC, SOCIAL AND ENVIRONMENTAL WELL-BEING OF OUR COMMUNITY.

WE WILL:

- Develop new programs and services to meet the evolving demands of the job market and our students.
- Celebrate and support advances in entrepreneurship, innovation and sustainability.
- Advance our role as a community hub in Durham.
- Demonstrate leadership in volunteerism and giving back to our community.
- Strengthen our industry and community partnerships, including our campus partner the University of Ontario Institute of Technology.

Objective 1 Support partners in reaching their community goals.

ACTION	MEASUREMENT
<ul style="list-style-type: none"> Partner with Community Justice HUB so legal and social service agencies can offer wrap-around services to low income and precariously employed residents in an accessible, central location. 	<ul style="list-style-type: none"> Implementation of a 14-week semester placement for paralegal students at the HUB. Services are provided to residents in specific areas of paralegal practice, under the supervision of licensees of the Law Society of Ontario.
<ul style="list-style-type: none"> Collaborate with Durham Region Social Services, Youth Coaching Program, Project Youth Opportunities, Enactus and York/Durham Crown Ward Education Championship Team. 	<ul style="list-style-type: none"> Provide financial education workshops. Provide tools for students to develop successful financial plans and objectives for funding their post-secondary choices.
<ul style="list-style-type: none"> Partnership with Community Care Centre Durham to deliver dental services to low income families. 	<ul style="list-style-type: none"> Establish partnership and scope requirements and needs.
<ul style="list-style-type: none"> Establish and strengthen employment support services for job seekers and incentives for employers. 	<ul style="list-style-type: none"> Meet MAESD targets for engaging in community employment efforts. Provide \$1.3 million in incentive dollars to employers for hiring and training clients in the Durham Region and Northumberland County. Continue to operate employment support services in Port Hope, Bowmanville, Oshawa, Port Perry, Uxbridge and Beaverton. Establish a formal memorandum of understanding with Brock Township to deliver employment services in Beaverton.

Objective 2 Advance applied research partnerships.

ACTION	MEASUREMENT
<ul style="list-style-type: none"> Successfully complete year one of the five-year Natural Sciences and Energy Research Council (NSERC) grant supporting the AI Hub. 	<ul style="list-style-type: none"> Accomplish the following in the first year of utilizing the funding: <ul style="list-style-type: none"> Number of companies partnering with the AI Hub: seven. Number of students engaged in AI Hub projects: 21. Number of students participating in AI Hub workshops: 35. Number of AI Hub funded projects completed: Six. Number of new or existing products/processes/services developed and/or improved through AI Hub participation: six.
<ul style="list-style-type: none"> Develop new applied research and service collaborations with craft brewers through the Centre for Craft Brewing Innovation (CCBI). 	<ul style="list-style-type: none"> Number of CCBI funded projects completed: two Number of CCBI fee-for-service projects completed: four Submission of an NSERC equipment grant proposal for additional lab testing equipment.

Objective 3 Strengthen alumni relations and implement new community outreach procedures.

ACTION	MEASUREMENT
<ul style="list-style-type: none"> Update the Community Relations policy and procedure; communicate changes to all employees. 	<ul style="list-style-type: none"> Community Relations policy and procedure is revised and approved by Durham College Leadership Team (DCLT) by September 2018. Offer an education session to increase awareness of the portfolio and the policy and procedure.
<ul style="list-style-type: none"> Develop process to analyze data in order to determine return on investment for various community outreach activities. 	<ul style="list-style-type: none"> Use Raiser's Edge to report on community outreach activities in a number of ways: geographic scope, event type, event category, number of impressions, cost. Reports finalized by Q3.
<ul style="list-style-type: none"> Prepare community outreach report for key stakeholders including DCLT, the Board of Governors (BOG), employees, community and government. 	<ul style="list-style-type: none"> Use a variety of channels, including presentations, written reports and promotional materials to inform stakeholders of the impact of DC's community outreach activities. Annual reports to DCLT, BOG and employees. Information also included in DC public annual report.
<ul style="list-style-type: none"> Communications and Marketing department to provide targeted content as it relates to various community outreach activities. 	<ul style="list-style-type: none"> Generic DC ads are replaced by strategic program-related ads (e.g. new degree program ad in Lakeridge Health Gala program).
<ul style="list-style-type: none"> Implement web portal for alumni to sign up for all volunteer opportunities at DC. 	<ul style="list-style-type: none"> All volunteer opportunities are promoted and simple sign-up processes are in place.
<ul style="list-style-type: none"> Investigate and determine benefits of recognition program for alumni who volunteer with DC. 	<ul style="list-style-type: none"> Plan for alumni volunteer recognition program completed for implementation in 2019-2020.

Objective 4 Enhance DC's community profile through the Corporate Council.

ACTION	MEASUREMENT
<ul style="list-style-type: none"> Create an enhanced landing page for Corporate Council on DC's corporate website. Create an internal marketing strategy to enhance campus community awareness of DC's services for business and industry. 	<ul style="list-style-type: none"> Launch the new landing page. Create media release announcing the launch to generate employer traffic to the new page. Track page visits and traffic to employer services page will be tracked. Create ICE page for Corporate Council and announcements.







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MENTATION 2017

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BUDGET



DC presents a balanced operating budget for 2018-2019

The 2018-2019 budget targets a total of 11,628 full-time enrolments. The total student population for full-time domestic, second career, international, and collaborative nursing program students is expected to increase by 142 from 11,486 in fall 2017 to 11,628 in fall 2018, an increase of 1.2 per cent. The budget includes funding for the employment of 11 new faculty and 22 full-time additional staff, including five administrative and 17 full-time support, along with five new part-time complements. These additional resources are required to address the increase in enrolled students and recruitment efforts.

Balancing the 2018-2019 budget has been particularly challenging for the college due to the following factors:

- Decrease in the core-operating grant: Government funding per weighted funding unit (WFU) remained stagnant between 2009-2010 and 2013-2014 at \$4,358, then decreased to \$4,317 for 2013-2014, and further decreased to \$4,275 in 2014-2015, 2015-2016 and 2016-2017. With the new College Funding Formula implemented in 2017-2018, the grant per WFU decreased further to \$4,149. The Ministry of Advanced Education and Skills Development (MAESD) has committed to providing transition funding for 2018-2019 while the new formula is implemented. This is the final year for transition funds.
- Bill 148: The provisions for equal pay for equal work and increases to minimum wage included in the Fair Workplaces, Better Jobs Act, which passed in November 2017, increased the projected salary expense for the institution.

The budget gap was closed through collaborative efforts with the academic schools and service departments of the college throughout a comprehensive process of examining all revenues and expenses, and increased revenues from the international enrolment growth.

The budget includes funding that supports the college's business plan, meets the requirements of maintaining and improving the quality of academic programs and supports curriculum renewal and new program development.

The 2018-2019 budget has been designed to:

- Grow full-time post-secondary enrolment to 11,628 students in fall 2018, a 1.2 per cent increase over 2017-2018;
- Add seven new post-secondary programs;
- Hire eleven additional full-time faculty, twenty-two full-time and five part-time administrative and support positions to address the increasing needs stemming from enrolment growth, addition of new programs, and recruitment; and
- Invest \$0.83 million in one-time strategic initiatives.

Enrolment

The following table shows the breakdown of the estimated number of 2018-2019 post-secondary and apprenticeship enrolment for the fall semester in comparison to 2016-2017 actual and 2017-2018 actual and budget figures.

ENROLMENT	ACTUAL 2016-17	BUDGET 2017-18	ACTUAL 2017-18	BUDGET 2018-19	CHANGE OVER 2017-18 ACTUAL
Domestic students	9,399	9,561	9,687	9,517	-1.8%
Second Career Program	109	111	99	67	-32.3%
International students	598	794	1,087	1,384	27.3%
Collaborative Nursing	613	610	613	660	7.7%
Total	10,719	11,076	11,486	11,628	1.2%
Apprenticeship	1,350	1,237	1,290	1,397	8.3%

DC's full-time post-secondary domestic enrolment is targeted to reach 9,517 students in fall 2018, a decrease of 170, or 1.8 per cent from the previous year.

The following seven programs will be introduced in 2018-2019:

PROGRAM NAME	DURATION	CREDENTIAL
Civil Engineering Technician	Two years	Ontario College Diploma
Civil Engineering Technology	Three years	Ontario College Advanced Diploma
Cosmetic Techniques and Management	Two years	Ontario College Diploma
Data Analytics for Business Decisions	One year	Ontario College Graduate Certificate
Esthetician – Spa Management	Two years	Ontario College Diploma
Health Care Technology Management	Four years	Bachelor's Degree (honours)
Power Engineering Techniques – Fourth Class	One year	Ontario College Certificate

These new programs are projected to contribute 191 students in the fall 2018 enrolment and 164 students in the winter 2019 enrolment.



The following table presents the fall semester post-secondary domestic full-time enrolment by academic schools:

SCHOOL	ACTUAL 2017-2018	BUDGET 2018-2019	CHANGE OVER ACTUAL 2017-2018
Business, IT & Management	2,196	2,088	-4.9%
Health & Community Services	1,962	1,987	1.3%
Interdisciplinary Studies	606	555	-8.4%
Justice & Emergency Services	1,388	1,424	2.6%
Media, Art & Design	1,255	1,176	-6.3%
Science & Engineering Technology	901	860	-4.6%
Centre For Food	306	300	-2.0%
Skilled Trades, Apprenticeship & Renewable Technology	1,073	1,127	5.0%
Total	9,687	9,517	-1.8%

The Second Career program is forecasting an enrolment of 67 students compared to 99 students in the previous year. This represents a decrease of 32 students over fall 2017 or 32.3 per cent.

The college's International Education strategy is based on the recruitment of students to DC's campuses and learning site through a network of agents in the targeted countries. Continuing on this strategy, international enrolment in fall 2018 is targeted to reach 1,384 students as compared to 1,087 students the previous year, an increase of 297 students or 27.3 per cent.

Enrolment in the Collaborative Nursing program between DC and University of Ontario Institute of Technology is expected to increase to 660 headcounts in the fall 2018 compared to 613 headcounts in fall 2017.

This represents an increase of 47 headcounts or 7.7 per cent.

Total post-secondary full-time students including second career, international, and collaborative nursing students in fall 2018 is targeted to be 11,628, which is 142 or 1.2 per cent higher than fall 2017.

A total of 1,397 apprenticeship-training students are expected to attend programs at the Whitby campus. This figure is 107 students or 8.3 per cent higher than 2017-2018.

In addition, 1,000 academic upgrading, 12,400 continuing education registrants and 2,201 secondary school students through the School-College-Work initiative are expected for 2018-2019. initiative are expected for 2017-18.

The projected enrolments for domestic and international, for each of the academic semesters, are as follows:

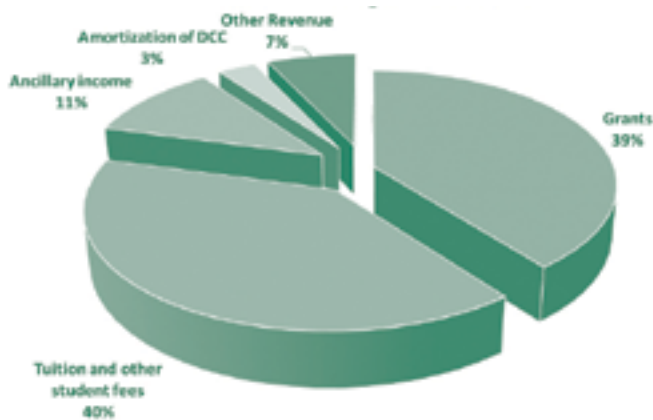
ENROLMENT	ACTUAL 2016-2017	BUDGET 2017-2018	ACTUAL 2017-2018	BUDGET 2018-2019	CHANGE OVER 2017-2018 ACTUAL
DOMESTIC STUDENTS					
Summer	1,874	1,911	1,976	2,203	11.5%
Fall	9,399	9,561	9,687	9,517	-1.8%
Winter	9,195	9,517	9,179	9,523	3.7%
INTERNATIONAL STUDENTS					
Summer	111	253	281	401	42.7%
Fall	598	794	1,087	1,384	27.3%
Winter	815	888	1,428	1,497	4.8%

The overall projected increase of full-time post-secondary domestic students over the three semesters is 1.9 per cent and 17.4 per cent for full-time international students.

Operating Budget

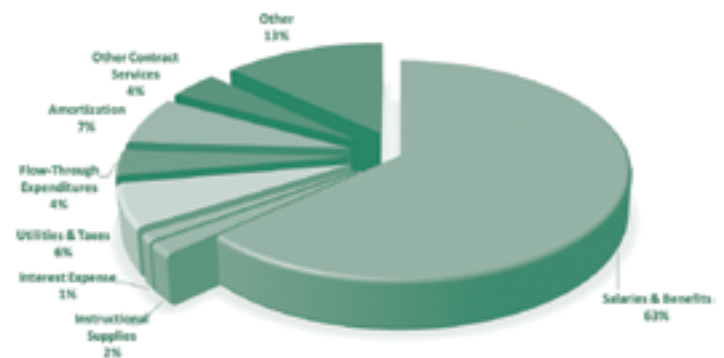
The total revenue budget for fiscal 2018-2019 is \$207 million, an increase of 11.6 per cent over 2017-2018 (\$185 million). Institutional revenues include grants, tuition, ancillary operations, amortization of Deferred Capital Contributions (DCC) and miscellaneous income.

Revenues are allocated as follows:



The total expense budget for fiscal 2018-2019 is \$207 million, of which \$131 million is allocated to salaries and benefits and \$76 million to operational expenditures including instructional supplies, utilities and taxes, flow through, contract services, interest, amortization and other miscellaneous expenditures.

Expenses are allocated as follows :




Operating Budget Assumptions

Operating grants	Funding for base and growth funding units according to the revised College Funding Formula with transition funding for the decrease in the weighted funding unit for the Core Operating Grant.
Tuition fees	Three per cent average increase as approved by Board of Governors on January 16, 2017.
Salaries and benefits – full-time faculty	Adjustment of two per cent on Monday, October 1, 2018 for collective agreement and step increases (if applicable). The current collective agreement expires on Tuesday, September 30, 2021.
Salaries and benefits – support staff	There is no adjustment for the collective agreement until Sunday, September 1, 2019, however the budget includes step increases (if applicable). The current collective agreement expires on Wednesday, August 31, 2022.
Salaries and benefits – administration	Estimated adjustment for progress within pay bands based on performance and the executive compensation guidelines.

HOW CAN WE HELP?



 DURHAM
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Schedule of Revenues and Expenses

In-year revenues and expenses of the College for the 2016-2017 (actual), 2017-2018 (actual) and 2018-2019 (budget) are presented below.

\$000's	ACTUAL 2016-2017	ACTUAL 2017-2018 ¹	BUDGET 2018-2019	VARIANCE BUDGET ACTUAL ²
Operating Grants	59,215	60,203	60,583	379
Tuition fee revenue – domestic	37,472	36,447	39,315	2,868
Apprenticeship training revenue	3,034	2,905	2,884	(21)
International education revenue	9,069	16,267	19,410	3,143
Corporate training revenue	9,697	10,088	10,486	397
Other academic revenue	9,946	9,906	9,967	61
Total academic revenue	128,433	135,816	142,644	6,827
Academic salaries and benefits	69,638	70,916	78,570	(7,653)
Academic operating expenses	12,114	12,760	13,309	(549)
Total academic expenses	81,752	83,676	91,878	(8,202)
Academic contribution	46,681	52,140	50,766	(1,375)
Academic contribution margin	36.3%	38.4%	35.6%	N/A
Net funds allocated for services	(35,083)	(36,837)	(41,081)	(4,244)
Ancillary operations (net)	7,909	8,550	7,596	(954)
Other corporate revenues / (expenses)	(2,549)	(6,718)	(7,411)	(693)
Net amortization expense	(8,016)	(8,055)	(8,217)	(161)
Interest expense	(1,997)	(1,776)	(1,653)	123
Central revenues (expenses)	(4,653)	(7,999)	(9,685)	(1,685)
Surplus (deficit)	6,946	7,304	0	(7,304)

¹ Based on year-to-date audited activity at Saturday, March 31, 2018

² Figures in brackets represent unfavourable variances

Analysis of variances between the 2016-2017 Forecast and 2017-2018 Budget

OPERATING GRANTS:

The increase in grant of \$379,000 (0.6 per cent) is a result of an increase in the WFU's from 2014-2015, 2015-2016 and 2017-2018 and the transition funding committed by MAESD to ensure the college receives the same amount of funding as it would have under the previous funding formula.

DOMESTIC TUITION FEES:

The \$2.868 million (7.9 per cent) increase is due to the combined effect of the tuition fee increase of 3 per cent and the enrolment increase in the winter semester.

APPRENTICESHIP REVENUE:

A small decrease of \$21,000 (-0.7 per cent) is estimated based on a lower projected seat plan set out by MAESD over the previous year.

INTERNATIONAL EDUCATION REVENUE:

The \$3,143,000 (19.3 per cent) increase is the result of projected additional students for each semester, offset by the international student recovery fee and a tuition set-aside reserve for scholarships and bursaries.

CORPORATE TRAINING REVENUE:

The \$397,000 (3.9 per cent) increase is primarily attributable to the securing of new contracts in 2017-2018 that will continue through to 2018-2019. The increased business can be credited to the team's effort to diversify the current clientele portfolio.

OTHER ACADEMIC REVENUE:

The \$61,000 (0.6 per cent) small increase is attributable to an increase of revenues from student incidental fees as a result of the increase in international enrolment.

ACADEMIC SALARIES AND BENEFITS:

The \$7,653,000 (10.8 per cent) increase in academic salaries and benefits is the result of estimated increases for the new collective bargaining agreement for faculty, fulfilling the current collective agreement contracts for support staff, and new staff hires to support the academic mandate for 2018-2019. In addition, an inflationary adjustment has been provisioned for part-time faculty.

ACADEMIC OPERATING EXPENSES:

The \$549,000 (4.3 per cent) increase in academic operating expenses is due to an increase in new program offerings.

NET FUNDS ALLOCATED FOR SERVICES:

The \$4.244 million (11.5 per cent) increase is primarily due to the investment of an additional nine full-time and one part-time position to support growth on campus as well as the annualization of previous year's positions. Cost increases are also due to the inflationary salary adjustments for support staff and administrative employees and contractual obligations.



A listing of net funds for services by service area is provided below:

\$000's	ACTUAL 2016-2017	ACTUAL 2017-2018	BUDGET 2018-2019	VARIANCE BUDGET TO ACTUAL ²
Academic Support	(3,665)	(4,131)	(4,560)	(429)
Library	(1,212)	(1,244)	(1,573)	(329)
Student Affairs	(7,619)	(7,959)	(9,084)	(1,126)
Finance	(2,945)	(3,052)	(3,377)	(325)
Communications and Marketing	(2,326)	(3,099)	(2,603)	496
IT Services	(4,226)	(4,428)	(4,995)	(567)
Facilities	(8,410)	(8,030)	(9,175)	(1,145)
Human Resources	(2,022)	(2,157)	(2,510)	(353)
Campus Safety	(1,033)	(1,061)	(1,430)	(369)
President's Office, Board of Governors and the Office of Development and Alumni Affairs	(1,625)	(1,677)	(1,774)	(97)
Total	(35,083)	(36,837)	(41,081)	(4,244)

¹ Based on year-to-date audited activity at March 31, 2018

² Figures in brackets represent unfavourable variances

ANCILLARY OPERATIONS:

The \$954,000 (11.2 per cent) decrease is primarily attributed to decreased net contribution from parking operations as no increase is planned to parking rates, and a decrease in residence revenues from the uncertainty of occupancy rates as a direct result of the private housing establishments that are within close proximity to the campus.

OTHER CORPORATE REVENUES AND EXPENSES:

The \$693,000 (10.3 per cent) increase in other corporate revenues and expenses is primarily due to the following:

- Increase in grant for Supporting Quality Program and Student Outcomes (\$8 million favourable)
- Decrease in legal fees (\$848,000 favourable)
- Increase in revenues for Campus Recreation and Wellness Centre (\$1.439 million favourable)
- Decrease in estimate for sick, maternity and professional leaves (\$139,000 favourable)
- Decrease in bad debt expenses (\$114,000 favourable)
- Increase in unallocated salary reserves for Bill 148 (\$11.088 million unfavourable)
- Decrease in fringe benefit recovery (\$145,000 unfavourable)

NET AMORTIZATION EXPENSE:

The \$161,000 (2.0 per cent) increase is due to the annualization of the 2017-2018 capital investments and the additional capital investment for 2018-2019, which is not offset by revenues.

INTEREST EXPENSE:

The \$123,000 (-6.9 per cent) decrease in interest expense is the result of lower interest rates obtained on recent mortgage renewals.

Risk and Opportunity assessment

The primary risks initially identified in the 2018-2019 budget include:

POST-SECONDARY DOMESTIC AND INTERNATIONAL ENROLMENT:

The achievement of the domestic and international post-secondary enrolment targets is dependent on certain factors that are beyond the control of the college including, demographic trends, state of the regional economy, and competitive factors. A five per cent change in domestic enrolment is calculated to have an impact of approximately \$1.5 million on the budget. A 10 per cent change in international enrolments would have a \$2.15 million impact on the budget.

BILL 148:

The increase from the legislation has been estimated in the 2018-2019 budget. A five per cent change in the estimate could result in an impact of \$0.55 million on the budget.

OPERATING PROJECTION FOR FISCAL YEAR 2019-2020

In line with the assumptions presented below, the college projects a preliminary deficit budget for the 2019-2020 fiscal year. The 2018-2019 budget includes a new Supporting Quality Programs and Student Outcomes grant of \$8 million to support additional costs incurred with the implementation of Bill 148. It is not yet certain whether this grant will continue into the following fiscal. As such, the preliminary 2019-2020 projection does not include the continuation of this funding.

Post-secondary domestic enrolment growth	0.5% increase
Operating grants	0.31% increase
Tuition fees	3.0% increase

Schedule of operating revenues and expenses

\$000's	ACTUAL 2017-2018	BUDGET 2018-2019	PROJECTION 2019-2020
Total academic revenues	135,816	142,644	144,985
Total academic expenses	83,676	91,878	93,406
Academic contribution	52,140	50,766	51,579
<i>Academic contribution margin</i>	<i>38.4%</i>	<i>35.6%</i>	<i>35.6%</i>
Net funds allocated for services			
Central revenues (expenses)	(36,837) (7,999)	(41,081) (9,685)	(41,908) (17,188)
Surplus (deficit)	7,304	0	(7,517)

Capital expenditures budget

The total proposed capital expenditures for fiscal 2018-2019 is \$27.8 million for annual renovations and infrastructure investments with \$12.8 million financed through external funding. The balance is funded through non-cash adjustments from operations, the College Recreation and Wellness Centre (CRWC) deferred revenues of \$2.5 million and \$3.5 million from the internally restricted capital reserve.

The total 2018-2019 allocation of \$27.8 million includes \$10.6 million in one-time funding for the Greenhouse House Gas Retrofits (GHG) program. For comparative purposes, it has been removed from the chart below.

The following table shows the allocation of capital expenditure projects for 2018-2019:

	\$000's	FORECAST 2017-2018	BUDGET 2017-2018	BUDGET 2018-2019
AVAILABLE FUNDING	College Equipment Renewal Fund (CERF)	2,228	312	312
	Facilities Renewal Program (FRP)	903	604	604
	Apprenticeship Enhancement Fund (AEF)	284	284	591
	OPG donation (in-years)	266	266	266
	OPG carry forward donation	464	400	154
	Other capital donations	920	1,000	80
	GHG program	0	0	9,135
	GGRP Non-Participant Grant	0	0	1,453
	Low Carbon Building Skills Fund	0	0	200
	Capital reserve – internally restricted	4,652	3,000	3,500
	CRWC reserve (flow-through)	303	168	2,474
	Residence reserve (flow-through)	380	403	100
	Total available funding	10,400	6,436	18,869
CAPITAL EXPENDITURES	Academic	1,011	1,071	1,313
	Academic (funded through donations)	1,711	1,295	500
	Apprenticeship projects (AEF)	292	284	591
	Power Engineering Technician (PETC) – Steam project	229	400	0
	Total academic	3,242	3,050	2,404
	Other Services	330	379	233
	Total services	330	379	233
	Total IT	1,980	2,005	2,169
	Renovations	4,972	4,929	6,050
	Road upgrade, parking and signage	266	304	266
	Deferred maintenance	2,560	2,668	2,481
	Classroom and lab refresh	549	810	820
	Greenhouse Gas retrofits	0	0	10,588
	Total facilities	8,347	8,711	20,165
	CRWC renovations	303	168	2,474
	Residence renovations	380	403	100
	Total flow-through	683	571	2,574
	Accessibility pool	93	100	100
	Contingency	0	250	150
	Unbudgeted projects	3,696	0	0
Total capital expenditures	18,372	15,065	27,795	
Funded from college resources	(7,972)	(8,629)	(8,926)	

The total funding available is \$18.9 million. Of this amount, \$10.8 million represents one-time funding from the MAESD for special capital projects.

Planned capital expenditures for 2018-2019 include the following:

School of Skilled Trades, Apprenticeship & Renewable Technology	MTED/MTMW equipment requirements, mechanical shop dust collection system upgrade, acoustic tiles for sheet metal shop
School of Media, Art & Design	Media loans inventory refresh
School of Business, IT & Management	Blade server and storage server upgrade, new IT lab
School of Justice & Emergency Services	Paramedic program equipment
School of Health & Community Services	Practical Nursing equipment, dental clinic equipment
School of Science & Engineering Technology	Lab renovations for HCTM degree, mechanical engineering CAD lab, civil engineering labs
Centre For Food	Greenhouse environmental control system, lab equipment
Student services and general administration	Artificial turf playing field, scheduling timetabler, CFCE donor wall, renovations to the Student Centre pub
Information Technology	Upgrade of the Banner ERP system, completion of the PCI compliance initiative, Wi-Fi upgrade, network switch life cycle refresh, AV upgrades, computer equipment and lab refresh
Ancillary operations	Kitchen equipment upgrade, upgrades to Whitby bookstore, EV charging stations
Facilities renewal projects	Weld shop gas manifold, continuing roof maintenance, replacement of cafeteria air handling system, lighting retrofits, fire panel modernization, geothermal initiative
General renovation projects	Renovations to the B-wing and L-wing

The total of \$27.8 million of 2018-2019 capital projects does not include the completion and carry-forward of the G-Wing renovation and 50th anniversary Whitby campus entrance. These were included in the 2017-2018 budget.



Capital Expenditure Projection for Fiscal Year 2019-2020

The capital expenditures currently planned for fiscal year 2019-2020 include the planning and design for continued renovations at the Oshawa and Whitby campuses for \$2 million, \$0.6 million for ongoing deferred maintenance, and \$0.5 million for the IT lab and faculty laptop refresh. The balance of the 2019-2020 capital expenditures will be planned during the preparation of the 2019-2020 budget.

CASH FLOW PROJECTION

Cash flow from operations is estimated to be sufficient to pay for continuing operations and the planned capital expenditures.

The following table shows the budgeted cash flow change for the 2018-2019 fiscal year.

\$000's	2018-2019	COMMENTS
Beginning cash position ¹	37,818	
Cash flow from operations	0	Surplus from operating net contribution
Cash flow from operations	9,259	Impact of adding back non-cash amortization expense and vacation accrual
Cash flow from working capital	5,751	Change in current assets over current liabilities
Investing activities	(46,627)	Capital expenditures
Deferred contributions	7,592	Deferred capital contributions and restricted contributions for capital
Re-payment of long-term debt	(3,808)	Outflow for principal payment on long-term loans
Net in-year cash flow	(27,833)	
Ending cash position ¹	9,985	

¹ Excludes \$10 million in short-term investments

Conclusion

DC is presenting a balanced budget for 2018-2019 despite funding reductions, increased labour costs, and enrolment challenges. The college is committed to maintaining financial sustainability as is evident through its fourth consecutive balanced budget. The primary factor behind this achievement is the continuing collaboration among the academic and service areas to create efficiencies to increase revenues and reduce expenses.

The budget targets are tight but achievable. The principal objective of the budget is to expand operating activities of the college and enhance the academic quality and occupational relevance of the academic programs where possible. The budget allows for the continuation of all existing academic programs and the introduction of seven new programs. The budget also supports the college's business plan priorities for 2018-2019.

The college's budget was constructed to support the operating needs and key strategic priorities that deliver results for improved student learning and success. The 2018-2019 budget targets a total of 11,628 full-time enrolments, an increase of 1.2 per cent over 2017-2018. The biggest risk associated with the budget is the achievement of domestic and international enrolment targets. As such, funding has been allocated for strategic and leadership initiatives, recruitment and new program development.

The projected cash flow indicates DC will be able to sustain its operations without requiring additional external financing. As well, the college will be able to further reduce its previous long-term borrowing by \$3.8 million in 2018-2019.







