



Fleming College

LEARN | BELONG | BECOME

Business Plan 2010–2011

June 2010



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APPROVED: by the Board of Governors, June 23, 2010 #7

APPENDICES APPROVED by the Board of Governors October 27, 2010 #3

Introduction

Fleming College is pleased to present its Business Plan for 2010-2011. Our objectives have been informed by a summary report card identifying progress compared to the past strategic plan, the strategies of a new five-year strategic plan and core strategic themes – excellence in student learning, superior services and facilities, leading in sustainability, growing with positive results, building community success and developing the Fleming working environment. As we successfully accomplish the strategies contained within our new strategic plan, we want to do so by being innovative, continuously improving and living by our underlying mission and four abiding values. We also want to infuse the Core Promise to Students into our work because it represents why people should choose Fleming as students and as employees.

The business plan marks the first step in our journey to successfully achieve our new strategic plan. Therefore, prioritizing our efforts over the next five years will be important. As such, we have identified the critical strategies that will receive attention and this work is reflected in the objectives in this plan. Other strategies require some foundational work before they can proceed to implementation stage and are not captured in this first business plan. To further focus our efforts, this year's plan sets out a limited number of college priorities along with objectives that address each of the six areas of focus highlighted in our strategic plan. The strategic priorities can be found in the appendix attached to the business plan.

The priorities and objectives have been carefully chosen and we believe that their accomplishment will establish a strong foundation for a new five-year strategic plan.

College Priorities Overarching Theme

Core Promise

Infusing the core promise into our operational work is the overarching theme of the strategic plan. The first step is to identify the key phrases and underlying behaviours that reflect the essence of Our Core Promise to Students and to lay the foundations of this work this year. Key phrases are:

- Innovative programming and personalized learning
- Personalized support
- Strong sense of community – welcoming and friendly environment, close relationships
- Entire student experience – knowledge, attitudes, values

Underlying behaviours – collaboration/teamwork, innovation, effective communication, conflict resolution and decision-making.

College Priorities for 2010 – 2011

1.0 Student Learning & Core Promise

- Introduce applied learning guidelines and standards across all programs (1.2)
- Ensure all programs improve learning and embed dimensions of the core promise such as high expectations, student engagement and student/faculty interaction, etc. (1.2)
- Enhance the student experience through core promise and community service learning (1.4)

2.0 Superior Services & Facilities & Core Promise

- Improve services and embed core promise, including implementing Version 9. (2.1)
- Complete significant campus upgrades funded through SCIP (2.3)

3.0 Sustainability

- Produce a corporate sustainability plan (3.1)
- Establish a sustainability curriculum framework (3.3)

4.0 Growth

- Successfully implement the 2010 – 2011 enrolment plan (4.1)
- Implement an aggressive program of new program development and streamline the process (4.1)

5.0 Community

- Secure funding, complete design and commence construction of the Kawartha Skilled Trades Institute (5.1)

6.0 Fleming Workplace

- Implement solutions in departments and schools to improve culture and move closer to effectively balancing people and results (6.2)
- Provide professional development to support teaching and learning, service excellence, leadership and the core promise (6.1)

College Business Plan 2010–2011

1. 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.

Objective

Enhance the applied learning experience in all programs through the development and implementation of standardized guidelines and minimum standards for applied learning experiences at Fleming. Success will be measured through the adoption and/or confirmation of minimum standards compliance across all 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

Ensure all programs emphasize high expectations, student engagement and high quality student/faculty interaction. Success will be measured through the development and adoption of improvement plans directly linked to targeted improvements in student satisfaction scores and retention and graduation rates.

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.

Objective

Develop and implement a program of community service learning opportunities, events and initiatives outside the classroom, to promote student growth and enhance student development through a focus on three themes: student leadership development, sustainability leadership, and student volunteerism. Measure will be participation and satisfaction levels both of students and the community.

2. Providing Superior Services and 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

Rejuvenate the food experience at Fleming campuses by developing a vision for a rejuvenated food service experience for all Fleming campuses and a multi-year food service strategy. The measures of success this year will be to award the contract for this work and to have a plan in place that identifies milestones to completion of this multi-year project.

With the core promise as the foundation, enhance delivery of Registrar's Office services, including a focus on maximizing opportunities created by the newly redesigned space, improving and expanding all forms of communication to students, and enriching the quality of face-to-face interactions with students. Success will be measured by the effective implementation of the redesigned/enhanced services, student feedback from internal student surveys and improved Key Performance Indicator (KPI) student satisfaction ratings.

Identify, purchase and implement a comprehensive career services management software system that maintains the service in the top quartile and leads to more effective and responsive service for students resulting in greater career success, improved service to employers and enhanced community partnerships. The measures of success will be to have the system and communication in place that will lead to an improvement in student satisfaction as well as other student feedback mechanisms.

Using a student satisfaction point of service response card, identify the strengths and weakness of Health Services. Using this data, develop and deliver a new departmental service plan and marketing campaign to set expectations and promote the service. The measure of success will be the achievement of a 3% increase in student satisfaction.

Develop a student communication plan based on social media and focussed on informing students about services and promoting awareness of campus life opportunities. Amount of traffic on the site will be the measure of success.

Using the Core Promise as the context, implement an improvement plan for services in the Libraries, Learning Commons and Computing labs in order to understand current KPI trend results. The changes to improve services to students will be made to ensure we are in the top quartile.

Strategy 2.2

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

Objectives

Complete planned Information and Communications Technology (ICT) college-wide capital upgrades to the ICT network, educational technology and major Strategic Capital Infrastructure Program (SCIP) capital projects. Equipment and services will be delivered on time and on budget.

With the leadership of Evolve Operations Leaders' Team (EOLT), implement the Version 9.0 upgrade plan across the ORACLE/PeopleSoft Platform in the key areas including Academic systems, Registrar Office, Human Resources, Finance and Information Technology, and the Corporate Portal. Version 9.0 upgrade will be completed with minimum disruption to student learning and business processes as well as the delivery of specified improvements and enhancements.

Strategy 2.3:

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

Objectives

Plan and execute projects funded through Strategic Capital Grants. Major projects included in the remaining \$7 million to be completed prior to March 31, 2011 include the Brealey Main Entrance and renovations to the Pathology Lab at Frost. Projects will be delivered by the deadline and on budget.

Develop a multi-year capital plan that identifies outstanding deferred capital and maintenance needs across the college. The plan will inform budget decisions and major capital submission in 2011-2012.

Strategy 2.4

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

Objectives

Fully implement the Registrar's Office Business Process Activity Database which will be used by all staff in the Registrar's Office to inform effective delivery, sequencing and integration of all aspects of major business processes originating in the Registrar's Office. Success will be measured by the effective utilization of the database by staff, increased integration and improved implementation of business processes, and staff and student feedback.

Design and implement institutional research activities with key areas of focus on research and reporting to enhance strategic enrolment management, measure the delivery and integration of the core promise and critical behaviors valued by the college across the organization, meet Ministry reporting requirements and to address other research and evaluation needs of the both the academic and service areas that arise. Success will be measured by the effective implementation of the various research initiatives and feedback from the college community.

3. Leading in Sustainability

Strategy 3.2

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

Objective

Plan and integrate the photocopier/printing fleet and duplicating functions into the ICT Network including researching and recommending a college-wide approach to information and document management. Fleet will be consolidated leading to fewer devices and lower costs and enhanced sustainability. Information and document management plan will cover a five year period and lead to a recommendation for implementation in 2010-2011.

Strategy 3.3

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

Objectives

Infuse sustainability across the curriculum. Success will be measured through the documentation and adoption of a sustainability framework that will guide effective incorporation of the sustainability theme across the curriculum.

Strategy 3.4

Develop the Centre for Alternative Wastewater Treatment 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.

Objective

Continue the development of the Centre for Alternative Wastewater Treatment. Success will be measured through the successful implementation of the Colleges Ontario Network for Industry Innovation (CONII), funded Industry Innovation Office, the procurement of five-year funding through the Natural Science and Engineering Research Council of Canada (NSERC), Colleges and Community Innovation (CCI) program and the continued development of the technical and human capacities of the Centre.

Strategy 3.5

Design and implement community-based applied learning opportunities to contribute to sustainable communities.

Objective

Through a partnership with Peterborough Green Up, Student Administrative Council and the Sutherland Residence Village, enhance water usage awareness and positively impact the water consumption behavior of Fleming College students in residence. Implement a water awareness campaign and conservation challenge across the six residence buildings leading to more informed decisions in the daily lives of students to conserve water.

4. 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 internal opportunities.

Objectives

Successfully implement the 2010-2011 Enrolment Plan to achieve or exceed the targets outlined in the plan, and develop the Official Enrolment Plan for 2011-2012 through the work of the Enrolment Management Steering Committee (EMSC). Success will be measured by meeting established enrolment targets identified in the official 2010-2011 Enrolment Plan and approval of the 2011-2012 Enrolment Plan.

Implement an aggressive new program development process. Success will be measured through the approval and funding of sufficient new programming to account for at least 5% of the 2012-2013 enrolment projection.

Design and implement marketing strategies to achieve overall enrolment goals. Marketing efforts will be focused on web and social media-based strategies. Objectives are to protect the baseline enrolment in our core programs and home catchment areas, and to further penetrate high-potential growth markets such as the Greater Toronto Area and non-direct student segments including Second Career students, college and university graduates, and early leavers. Internal and OCAS data will be measured to determine success against this goal.

Revise our International student marketing and recruiting efforts during 2010-2011 to increase total student enrolment (new and returning) in Fall 2011 to 50 students. (Currently projecting 23 for Fall 2010.)

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

The Academic area will develop campus-based growth plans in support of the annual college growth target of 3%. Success will be measured through the preparation and approval of the growth plans and their success in achieving the target.

Develop and implement new initiatives to fully embed the principles of our Core Promise to Students into our overall marketing strategies. These will involve enhancements to online tools (i.e. interactive chats, webinars and blogs), redesign of our marketing collateral tools, and enhancements to all other direct prospective student contact points within the Marketing Team.

Strategy 4.4

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

Objective

Design and implement marketing programs to attain enrolment targets in the Continuing Education portfolio including part-time courses and certificates offered in Peterborough, Lindsay, Cobourg and through the Haliburton School of The Arts summer program.

5. 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

Continue to work in partnership with our communities to contribute measurably to economic and community development. Success will be measured through satisfaction ratings solicited from community partners in conjunction with targeted community projects and initiatives

Strategy 5.2

Fully realize the vision of the Kawartha Skilled Trades Institute to address immediate and long-term needs and opportunities.

Objective

Secure funding, complete design and commence construction of the Kawartha Skilled Trades Institute.

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 (CONII).

Objective

Revitalize the Institute of Healthy Aging (IHA) as an operating entity. Success will be measured through the appointment of an IHA Leader, the implementation of an approved IHA operating unit, and the establishment of a healthy aging applied research agenda.

Strategy 5.5

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

Objective

Implement the multi-year Aboriginal Education Postsecondary Education and Training Action Plan and conduct external consultation to positively impact Aboriginal student participation and success rates. Implement a data tracking system to facilitate tracking of Aboriginal student outcomes.

6. Developing the Fleming Working Environment

Strategy 6.1

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

Objectives

Implement an integrated, corporate professional development program that supports core promise, superior service, growth, leadership, the Fleming culture and technical capabilities. Measures of success will include: the successful completion of the Year One College Business Plan objectives; evaluations of the individual PD components; and a broader evaluation of the PD program.

Enhance our focus on and commitment to teaching and learning through targeted faculty professional development, core competencies and skills enhancement, best practice development and continuous improvement planning. Success will be measured through documented progress reporting against this objective.

Strategy 6.2

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

Objective

Leadership development will continue to focus on balancing people and results. Schools/ Departments in collaboration with Human Resources (HR) Consultants will conduct a gap analysis and implementing action plans that address where the areas are currently and the improvement steps compared to our ideal culture. Success will be measured through the successful completion of Operational and Leader objectives, completed staff performance reviews, and the results of an Employee 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

Design an integration plan for next year based upon a common understanding of the Fleming culture we are striving to achieve. Successfully implement the first steps that will emphasize critical competencies for recruitment and selection, action steps for the Executive Leaders' Team (ELT) to effectively demonstrate leadership and support, and the connections that link this work to both administrative performance management and operational results. Success will be measured qualitatively through focus group sessions and leadership check-ins and quantitatively through the results of our engagement survey.

Foster teamwork and strong inter and intra-divisional relationships that reflect our Core Promise, declared values, valued employee behaviours and our strategic priorities. Success will be measured through the accomplishment of business plan objectives, stakeholder satisfaction and the results of our engagement survey.

Facilitate enhancements to internal communications focused on the launch of a new portal product in conjunction with the IT Team. Measure of success will be completed launch by the end of the year.

Strategy 6.5

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

Objective

Align development and timing of our Business Plans, Ministry Accountability Framework, Annual Reports and other relevant tracking mechanisms to provide a clear report of progress. Also clearly identify College yearly priorities. Success will be measured through Board and Ministry approval of our Annual Plans and the successful achievement of our Business Plan objectives.

Conclusion

As referenced at the beginning of this plan, in our first year of the new strategic plan we will focus our efforts on achieving both our priorities as well as the other objectives contained within the plan. A competitive environment, funding constraints and resource limitations are risks that need to be anticipated and addressed in order for us to be successful. Our efforts in this upcoming year will be important steps to ensure the success of the College in delivering academic excellence, a strong student life experience, growth with positive results, community success and an optimum working experience for staff.

ASSUMPTIONS USED IN BUDGET PROJECTIONS

ASSUMPTION DETAILS

Statement of Operations

Please state any assumptions made on the "Template S Op" tab

Revenue

Operating grant

In line with 2009-10

Tuition fees

Per ministry policy

Other revenue

Budgeted on a line by line basis

Expenses

Salary and benefits

Per collective agreements

Supplies and general admin

Budgeted on a line by line, dept by dept basis

Utilities, Maintenance and Taxes

Budgeted on a line by line, dept by dept basis

Ancillary Services - Expenditures

Budgeted on a line by line, dept by dept basis

Other Expense

Budgeted on a line by line, dept by dept basis

Statement of Financial Position

Please state any assumptions made on the "Template St Fin Pos" tab

Assumed ministry funds flowed in year.

Capital and Net Assets as approved by the board in May.

Other Statements/Tabs

Please state any assumption made on the remaining tabs

Assumed capital funding based on known funding.

Budget is presented to the board on an accrual basis and was approved in May.

STATEMENT OF OPERATIONS (Budget & Interim Reporting)

FOR COLLEGE: Fleming College

As At March 31, 2011

PREPARED BY: Pat Blacker-Thomson

Enter full Dollar value

Account Number	Account Name	Account grouping	GRE Amount	Account Total	Sub-Class Total	Class Total
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Revenues

4	Revenues					88,758,707
41	Grant Revenue				51,243,879	
41105	Grants - Operating	41104, 41105		50,182,922		
	30 Ministry of Training, Colleges and Universities		50,182,922			
41106	Grants - Capital	41106		1,060,957		
	30 Ministry of Training, Colleges and Universities		1,060,957			
42	Tuition and Other Student Fees				23,594,942	
42101	Tuition summary	42101 TO 42201		23,594,942		
43	Ancillary Revenue				6,545,619	
43101	Ancillary Revenue summary	43101 to 43299		6,545,619		
49	Other Revenue (Sub-Class)				7,374,267	
49101	Service Fees summary	49101 to 49193		1,231,499		
49201	Donations summary	49201 to 49299		50,000		
49301	Gain/Loss on Sale of Assets/Inventory	49301 to 49504		94,926		
49902	Investment/Interest Income	49902, 49906		125,000		
49903	Revenues Transferred from Restricted Funds	49903		198,200		
49904	Amortization of Deferred Capital Contributions	49904		3,447,226		
	Non GRE		599,325			
	30 Ministry of Training, Colleges and Universities		2,792,479			
	43 Research and Innovation		317			
	9 Ministry of Economic Development and Trade		23,892			
	9001 Non GRE - Federal Government		31,213			
49999	Other Revenue (general) summary	49901, 49907, 49908, 49999		2,227,416		

Expenses

5	Expenses					88,758,707
51	Salaries & Wages				49,466,306	
51201	Salaries & Wages	51101 to 51320		49,466,306		
52	Employee Benefits				10,117,406	
		52101 to 52339 (Exclude 52131, 52231, 52331)		5,975,728		
52201	Employee Benefits			5,975,728		
52231	Benefits - CAAT Pension contributions	52131, 52231, 52331		4,141,678		
52901	Employee Future Benefits	52901 to 52905		0		
53	Supplies & General Admin				6,825,384	
53101	Supplies & General Admin summary	53101 to 53199 (except 53111)		6,825,384		
55	Utilities, Maintenance and Taxes				6,981,752	
55101	Utilities summary	55101 to 55114		3,217,367		
55201	Maintenance summary	55201 to 55231		3,727,885		
55301	Taxes summary	55301 to 55303		36,500		
56	Furniture & Equipment				895,962	
56101	Furniture/Equipment Purchases	56101 to 56109		463,509		
56201	Furniture/Equipment Rentals	56201 to 56209		432,453		
59	Other Expense				14,471,897	
59203	Flow-Through Expenditures summary	59201 to 59204		488,045		
59301	Amortization - Long Term Assets	59301, 59302		5,677,765		
59401	Other Contract Services summary	59401 to 59403		3,901,701		
59902	Student Assistance summary	59902, 59903, 59904		2,924,328		
59905	Long Term Debt Interest	59905		1,351,258		
59999	Other Miscellaneous Expenses summary	59999		128,800		

(Surplus)/Deficit

Class totals (5 - 4)

0

END OF STATEMENT OF OPERATIONS

STATEMENT OF FINANCIAL POSITION (Original Budget Reporting)

FOR COLLEGE: Fleming College

As At March 31,2011

PREPARED BY: Pat Blacker-Thomson (705) 749-5520 ext. 1398

Enter full Dollar value

Account Number/ Cluster	Account Name	Account grouping	GRE amount	Closing balance
1	Assets			114,519,634

11	Cash and Cash Equivalents			11,326,219
11101	Cash (including short term Investments)	11101, 11103		6,526,692
11102	Cash in Trust	11102, 11105		299,536
11104	Short Term Investment - MTM adj.	11104, 11106		4,486,013
11220	Inventory and Assets Held for Sale	11205 to 11220, 11305		13,978

12	Accounts Receivable			7,704,622
12101	Other Accounts Receivable	12101, 12103, 12104, 12199, 12210, 12215		1,728,405
12102	Grants Receivable	12102, 12205		5,976,217
	30 Ministry of Training, Colleges and Universities		5,976,217	

13	Other Current Assets			858,512
13904	Current portion of Loans & Advances Receivable	13904		375,000
13999	All other current assets, including inventory	13105 to 13120, 13901, 13999		483,512

14	Other Long Term Assets			12,369,114
141	Other Long Term Assets			869,841
14102	Loans and Advances Receivable	14102, 14104		869,841

143	Investments			11,499,273
14310	Investments Greater than 90 Days < 1 year	14310		2,491,655
14315	Investments - Greater than 1 year	14315		8,889,697
14320	Investments - Mark to Market in year Adj.	14320, 14321		117,921

Account Number/ Cluster	Account Name	Account grouping	Ending Balance	Net Book Value
15	Capital Assets		149,791,046	82,261,167
151	Land	15101 to 15106	2,359,937	2,359,937
152	Site Improvements	15201 to 15205	3,522,306	1,336,986
153	Building	15301 to 15305	100,879,047	68,430,250
154	Furniture and Equipment	15401 to 15405	22,667,008	3,936,326
155	IT	15501 to 15505	17,622,602	4,035,222
159	Other Capital Assets	15901 to 15905	2,740,146	2,162,446

16	Accumulated Amortization		-67,529,879	
162	Accum Amort - Site Improve	16201 to 16204	-2,185,320	
163	Accum Amort - Bldg	16301 to 16304	-32,448,797	
164	Accum Amort - Furniture & Equipment	16401 to 16404	-18,730,682	
165	Accum Amort - Info Tech	16501 to 16504	-13,587,380	
169	Accum Amort - Other Asset	16901 to 16904	-577,700	

Account Number/ Cluster	Account Name	Account grouping	GRE amount	Closing balance
2	Liabilities			104,751,317

22	Accounts Payable and Accrued Liabilities	
22101	Accrued Payables, Payroll & Vacation Pay	22101 + 22102 + 22103
22104	Accrued Interest on Debt	22104
22105	Current portion of Long Term Public Debt	22105
22107	Current portion of Long Term Non-Public Debt	22107

33,104,463
14,239,335
164,914
18,430,098
270,116

				Additions / Receipts	Interest	Transfer to Statement of Operations	Disposal or Adjustment	Opening balance
				23102	23103	23104	23105 / 7 / 8 / 9	23101
23	Deferred Revenue			7,561,541				
231	Non-GRE (Other than MTM in year Adj.)	23101 to 23109		708,108	30,101,232		-30,101,232	708,108
	30 Ministry of Training, Colleges and Universities		3,610,566	51,243,879			-50,968,095	3,334,782
	11 Ministry of Environment		0				-233,703	233,703
	21 Ministry of Natural Resources		0				-2,000	2,000
	9001 Non GRE - Federal Government		0				-40,000	40,000
	228 Agricultural Research Institute of Ontario		0				-81	81

Opening Balance

			Ending Balance	23289	23281
23201	Deferred Tuition Revenue	23201 to 23299, excluding 23281 & 23289	3,242,867	-3,242,867	3,242,867

24	Other Liabilities	
24106	Other Liability from Derivatives - MTM in year adj.	24106, 24107
24202	Obligations for Retirement Benefits	24201 to 24212

4,271,440
1,686,000
2,585,440

				Additions / Receipts	Interest	Transfer to Statement of Operations	Disposal or Adjustment	Opening balance As per Audited
				25102	25103	25104	25105 / 6 / 7 / 8	25101
25	Restricted Contributions			1,113,659				
25106	Non-GRE(Other than MTM in year Adj.)	25101 to 25108		1,007,801				1,007,801
	30 Ministry of Training, Colleges and Universities		105,858	1,126,355			-1,126,355	105,858

261	Deferred Capital Contributions	
26106	Non-GRE(Other than MTM in year Adj.)	26101 to 26109 (except 26107)
	30 Ministry of Training, Colleges and Universities	
	9001 Non GRE - Federal Government	
	9 Ministry of Economic Devel and Trade	
	43 Research and Innovation	

				Additions / Receipts	Interest	Transfer to Statement of Operations	Disposal or Adjustment	Opening balance
				26102	26103	26104	26105 / 6 / 8 / 9	26101
				56,849,831				
				4,627,929				5,227,254
			51,442,343	6,608,872			-599,325	47,625,950
			42,074				-2,792,479	73,287
			735,166				-31,213	759,058
			2,319				-23,892	2,636
							-317	

262	Deferred Capital Contributions-Unspent-Third Parties	
26201	Non-GRE	26201 to 26208 (except 26207)

871,620	26202	26203	26204	26205 / 6 / 8 / 9	26201
871,620					871,620

28	Debt	
28101	Public Debt Opening Balance (less current portion)	28101 to 28103

			Debt Acquired	Debt Retired	Opening balance	Cross-Check
			28102	28103	28101	
			978,763			
			0			0
						18,430,098

28201	Non-Public Debt Opening Balance (less current portion)	28201 to 28203
	Non GRE	

			28202	28203	28201	
			978,763	0	-258,215	1,236,978
			978,763			0
						1,248,879

Account Number/ Cluster	Account Name	Account grouping	GRE amount	Closing balance
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3	Net Asset	
31	Unrestricted Net Assets	
31101	Unrestricted Net Assets	31101
31104	Vacation, Sick Leave, Future Employee Benefit	31102 + 31103 + 31104
31105	Financial Instruments Adjustment	31105
32	Internally Restricted Net Assets	
32101	Internally Restricted Net Assets	32101 + 32102
33	Investment in Capital Assets	
33101	Invested in Capital Assets	33101

9,768,317
-2,082,860
7,162,000
-7,558,860
-1,686,000
926,000
926,000
6,204,000
6,204,000

34	Endowments	
34102	Endowments (other than MTM in year Adj.)	34101 to 34106
	30 Ministry of Training, Colleges and Universities	

2,415,053

	Receipts	Interest	Disbursements	Transfers or Adjustments	Opening balance
	34102	34103	34104	34105 /6	34101
4,721,177					
2,306,124					2,306,124
					2,415,053

STATEMENT OF CAPITAL FUNDING (Budget & Interim Reporting)

FOR COLLEGE: Fleming College

As At March 31, 2011

PREPARED BY: Pat Blacker-Thomson (705) 749-5520 ext. 13

FUNDING	ACCOUNTING
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Buildings (including major renovations)

Fiscal Year	Funding source	Provincial Grants (Capital)	Third Party Contribution	Third Party Borrowing	Other source	Additions (Value)	Amount to be capitalized	amount to be expensed	First amortized in (fiscal year)	Amortization periods (No. of Years)	Additional Comments
2010-11	SCIP	6,124,299				6,124,299	6,124,299		180126		AMORTIZED OVER REMAINING LIFE
2010-11	FRP	450,000				450,000		450,000			
2011-12	FRP	450,000		4,000,000	1,000,000	5,450,000	5,000,000	450,000			AMORTIZED OVER REMAINING LIFE
2012-13	FRP	450,000			1,000,000	1,450,000	1,000,000	450,000			AMORTIZED OVER REMAINING LIFE
2013-14	FRP	450,000				450,000		450,000			
2014-15	FRP	450,000				450,000		450,000			

Furniture and equipment

Fiscal Year	Funding source	Provincial Grants (Capital)	Third Party Contribution	Third Party Borrowing	Other source	Additions (Value)	Amount to be capitalized	amount to be expensed	First amortized in (fiscal year)	Amortization periods (No. of Years)	Additional Comments
2010-11	CERF	354,796	83,169		511,780	949,745	949,745		127075	5	
2010-11	AEF	129,778				129,778	129,778		16,222	5	
2011-12	CERF	175,000			500,000	675,000	675,000		62500	5	
2012-13	CERF	175,000			500,000	675,000	675,000		62500	5	
2013-14	CERF	175,000			500,000	675,000	675,000		62500	5	
2014-15	CERF	175,000			500,000	675,000	675,000		62500	5	

Information Technology (Computer Equipment)

Fiscal Year	Funding source	Provincial Grants (Capital)	Third Party Contribution	Third Party Borrowing	Other source	Additions (Value)	Amount to be capitalized	amount to be expensed	First amortized in (fiscal year)	Amortization periods (No. of Years)	Additional Comments
2010-11					511,780	511,780	511,780		85296	3	
2011-12	CERF	175,000			500,000	675,000	675,000		62500	3	
2012-13	CERF	175,000			500,000	675,000	675,000		62500	3	
2013-14	CERF	175,000			500,000	675,000	675,000		62500	3	
2014-15	CERF	175,000			500,000	675,000	675,000		62500	3	

END OF STATEMENT OF CAPITAL FUNDING

Capital Asset (Budget & Interim Reporting)

FOR COLLEGE: Fleming College

As At March 31, 2011

PREPARED BY: Pat Blacker-Thomson (705) 749-5520 ext. 1398

Tangible Capital Assets (TCA) Buildings - Amortized > 30 Years

Construction In Progress- (CIP)

Capital Asset (Gross Value)						
Fiscal Year	Opening Balance of Asset (Gross Value) As of April 01 (15601 - Bldgs > 30)	Added during the fiscal year (15602 - Bldgs > 30)	Transfers out to In-Service Asset (15603 - Bldgs > 30)	Disposal or Adjustment (15604 + 15605 - Bldgs > 30)	Interest Capitalized (15606 - Bldgs > 30)	Closing Balance of Asset (Gross Value) As of March-31 (Bldgs > 30)
2009-10	0	1,749,005				1,749,005
2010-11	1,749,005		-1,749,005			0
2011-12	0					0
2012-13	0					0
2013-14	0					0
2014-15	0					0

Tangible Capital Assets (TCA)- Amortized < 30 Years (Projections included in Information Technology)

Construction In Progress- (CIP)

Capital Asset (Gross Value)						
Fiscal Year	Opening Balance of Asset (Gross Value) As of April 01 (15601 - not Bldgs > 30)	Added during the fiscal year (15602 - not Bldgs > 30)	Transfers out to In-Service Asset (15603 - not Bldgs > 30)	Disposal or Adjustment (15604 + 15605 - not Bldgs > 30)	Interest Capitalized (15606 - not Bldgs > 30)	Closing Balance of Asset (Gross Value) As of March-31 (not Bldgs > 30)
2008-09						0
2009-10	0	221,070				221,070
2010-11	221,070		-221,070			0
2011-12	0					0
2012-13	0					0
2013-14	0					0
2014-15	0					0

Land

Capital Asset (Gross Value)					
Fiscal Year	Opening Balance of Asset (Gross Value) As of April 01 (15101)	Added during the fiscal year (15102)	Retirement or disposal (15104 + 15105)	Transfers from CIP (15106)	Closing Balance of Asset (Gross Value) As of March-31
2008-09					2,359,937
2009-10	2,359,937				2,359,937
2010-11	2,359,937				2,359,937
2011-12	2,359,937				2,359,937
2012-13	2,359,937				2,359,937
2013-14	2,359,937				2,359,937
2014-15	2,359,937				2,359,937

Buildings

Capital Asset (Gross Value)					
Fiscal Year	Opening Balance of Asset (Gross Value) As of April 01 (15301)	Transfer from CIP (15303)	Added during the fiscal year (15302)	Retirement or disposal (15304 + 15305)	Closing Balance of Asset (Gross Value) As of March-31
2008-09					91,129,799
2009-10	91,129,799	0	1,875,944		93,005,743
2010-11	93,005,743	1,749,005	6,124,299		100,879,047
2011-12	100,879,047	0	5,000,000		105,879,047
2012-13	105,879,047	0	1,000,000		106,879,047
2013-14	106,879,047	0			106,879,047
2014-15	106,879,047	0			106,879,047

Site improvements

Capital Asset (Gross Value)					
Fiscal Year	Opening Balance of Asset (Gross Value) As of April 01 (15201)	Transfer from CIP (15203)	Added during the fiscal year (15202)	Retirement or disposal (15204 + 15205)	Closing Balance of Asset (Gross Value) As of March-31
2008-09					2,856,621
2009-10	2,856,621		846,222	-180,537	3,522,306
2010-11	3,522,306				3,522,306
2011-12	3,522,306				3,522,306
2012-13	3,522,306				3,522,306
2013-14	3,522,306				3,522,306
2014-15	3,522,306				3,522,306

Furniture and Equipment

Capital Asset (Gross Value)					
Fiscal Year	Opening Balance of Asset (Gross Value) As of April 01 (15401)	Transfer from CIP (15403)	Added during the fiscal year (15402)	Retirement or disposal (15404 + 15405)	Closing Balance of Asset (Gross Value) As of March-31
2008-09					19,699,721
2009-10	19,699,721		1,950,654	-46,004	21,604,371
2010-11	21,604,371	221,070	841,567		22,667,008
2011-12	22,667,008		675,000		23,342,008
2012-13	23,342,008		675,000		24,017,008
2013-14	24,017,008		675,000		24,692,008
2014-15	24,692,008		675,000		25,367,008

Information Technology

Capital Asset (Gross Value)					
Fiscal Year	Opening Balance of Asset (Gross Value) As of April 01 (15501)	Transfer from CIP (15503)	Added during the fiscal year (15502)	Retirement or disposal (15504 + 15505)	Closing Balance of Asset (Gross Value) As of March-31
2008-09					16,662,133
2009-10	16,662,133	0	1,429,075	-1,310,172	16,781,036
2010-11	16,781,036	0	841,566		17,622,602
2011-12	17,622,602	0	675,000		18,297,602
2012-13	18,297,602	0	675,000		18,972,602
2013-14	18,972,602	0	675,000		19,647,602
2014-15	19,647,602	0	675,000		20,322,602

Other TCA

Capital Asset (Gross Value)					
Fiscal Year	Opening Balance of Asset (Gross Value) As of April 01 (15901)	Transfer from CIP (15903)	Added during the fiscal year (15902)	Retirement or disposal (15904 + 15905)	Closing Balance of Asset (Gross Value) As of March-31
2008-09					2,725,946
2009-10	2,725,946		14,200		2,740,146
2010-11	2,740,146				2,740,146
2011-12	2,740,146				2,740,146
2012-13	2,740,146				2,740,146
2013-14	2,740,146				2,740,146
2014-15	2,740,146				2,740,146

END OF CAPITAL ASSET SCHEDULE

STATEMENT OF TCA AMORTIZATION (Budget & Interim Reporting)

FOR COLLEGE: Fleming College

As At March 31, 2011

PREPARED BY: Pat Blacker-Thomson (705) 749-5520 ext. 1398

For Tangible Capital Assets (TCA)- Amortized >30 Years

Building

Fiscal Year	Accumulated Amortization			
	Opening Balance accumulated amortization As of April-01 (16301) Accumulated Amortization	Expensed for the fiscal year (16302) B = (Z)	Retirement or disposal (16303 + 16304) C (negative)	Closing Balance accumulated amortization As of March-31 D=A+B+C

2008-09		0		27,545,976
2009-10	27,545,976	2,434,179		29,980,155
2010-11	29,980,155	2,468,642		32,448,797
2011-12	32,448,797	2,666,907		35,115,704
2012-13	35,115,704	2,788,120		37,903,824
2013-14	37,903,824	2,810,847		40,714,671
2014-15	40,714,671	2,810,847		43,525,518

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

			0
2,434,179			2,434,179
2,468,642			2,468,642
2,666,907			2,666,907
2,788,120			2,788,120
2,810,847			2,810,847
2,810,847			2,810,847

For Tangible Capital Assets (TCA)- Amortized <30 Years

Site Improvements

Fiscal Year	Accumulated Amortization			
	Opening Balance accumulated amortization As of April-01 (16201) Accumulated Amortization	Expensed for the fiscal year (16202) B = (Z)	Retirement or disposal (16203 + 16204) C (negative)	Closing Balance accumulated amortization As of March-31 D=A+B+C

2008-09		0		1,813,049
2009-10	1,813,049	262,105	-180,537	1,894,617
2010-11	1,894,617	290,703		2,185,320
2011-12	2,185,320	284,112		2,469,432
2012-13	2,469,432	260,869		2,730,301
2013-14	2,730,301	225,500		2,955,801
2014-15	2,955,801	163,537		3,119,338

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

			0
262,105			262,105
290,703			290,703
284,112			284,112
260,869			260,869
225,500			225,500
163,537			163,537

Furniture and Equipment

Fiscal Year	Opening Balance accumulated amortization As of April-01 (16401) Accumulated Amortization	Expensed for the fiscal year B = (Z)	Retirement or disposal C (negative)	Closing Balance accumulated amortization As of March-31 D=A+B+C
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2008-09		0		16,095,975
2009-10	16,095,975	1,284,235	-44,909	17,335,301
2010-11	17,335,301	1,395,381		18,730,682
2011-12	18,730,682	1,306,666		20,037,348
2012-13	20,037,348	1,360,281		21,397,629
2013-14	21,397,629	1,338,528		22,736,157
2014-15	22,736,157	1,035,662		23,771,819

Amortization on opening Book Value W	Amortization on Addition (1/2 year rule) X	Amortization on Disposal (1/2 year rule) Y (negative)	Amortization For the year Z=W+X+Y
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			0
1,284,235			1,284,235
1,395,381			1,395,381
1,306,666			1,306,666
1,360,281			1,360,281
1,338,528			1,338,528
1,035,662			1,035,662

Information Technology

Fiscal Year	Accumulated Amortization			
	Opening Balance accumulated amortization As of April-01 (16501) Accumulated Amortization	Expensed for the fiscal year (16502) B = (Z)	Retirement or disposal (16503 + 16504) C (negative)	Closing Balance accumulated amortization As of March-31 D=A+B+C

2008-09		0		12,196,428
2009-10	12,196,428	1,236,515	-1,310,173	12,122,770
2010-11	12,122,770	1,464,610		13,587,380
2011-12	13,587,380	1,473,808		15,061,188
2012-13	15,061,188	1,493,464		16,554,652
2013-14	16,554,652	826,816		17,381,468
2014-15	17,381,468	776,223		18,157,691

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

			0
1,236,515			1,236,515
1,464,610			1,464,610
1,473,808			1,473,808
1,493,464			1,493,464
826,816			826,816
776,223			776,223

Other TCA

Accumulated Amortization				
Fiscal Year	Opening Balance accumulated amortization As of April-01 (16901) Accumulated Amortization	Expensed for the fiscal year (16902) B = (Z)	Retirement or disposal (16903 +16904) C (negative)	Closing Balance accumulated amortization As of March-31 D=A+B+C

2008-09		0		418,326
2009-10	418,326	100,945		519,271
2010-11	519,271	58,429		577,700
2011-12	577,700	48,961		626,661
2012-13	626,661	48,961		675,622
2013-14	675,622	48,961		724,583
2014-15	724,583	48,961		773,544

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

			0
100,945			100,945
58,429			58,429
48,961			48,961
48,961			48,961
48,961			48,961
48,961			48,961

END OF STATEMENT OF TCA AMORTIZATION