

Fleming College

Fleming College Business Plan

2014-2015

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Executive Summary

The 2014-2015 Business Plan will provide the departure point for development of a new long-term strategic plan and the achievement of the objectives articulated in our Strategic Mandate Agreement. It represents the last opportunity for the College to make progress towards accomplishment of the goals articulated in its 2010-2015 Strategic Plan. In the upcoming year, we will be evaluating the progress made over the life of the existing strategic plan to help set the stage for the development of a new strategic plan later this year.

This year's business plan is also the first opportunity to begin achieving the vision captured by the College's newly agreed to Strategic Mandate Agreement.

The business plan addresses six strategic priorities:

- Achieving Excellence in Student Learning
- Providing Superior Services & Facilities
- Leading in Sustainability
- Growing with Positive Results
- Building Community Success
- Developing the Fleming Working Environment

It also places attention on differentiation, innovation and productivity. Accomplishing these objectives will bring us closer to living our Core Promise to Students and gives us the ability to seize relevant opportunities.

Introduction

Our Strategic Mandate Agreement (2014 – 2017) is a driver of our annual business plan as we strive to:

- Build on our strengths and the vital role we play in our regions
- Maximize access and personalized quality learning for our students including an applied learning enhancement strategy and work/community integrated hybrid and remote learning
- Affirm our program strengths in natural resources and environmental sciences, trades and technology and arts and heritage
- Support our access agenda for local, First Generation, Aboriginal and International and Special Needs students
- Enhance partnerships and pathways

We will continue to infuse our Core Promise to Students into our work because it represents why students and employees should choose Fleming.

We have a proven track record of innovation, academic quality and productivity. We understand that innovation is the planning and implementation of purposeful changes – both large and small – that improve results. This understanding will make us better.

This year's business plan focuses on enrolment; implementation of the strategies contained in our Strategic Mandate Agreement; improvements in academic and service area Key Performance Indicators; implementation of a new integrated product planning process and programming and partnerships to support the successful launch of the new Kawartha Trades and Technology Centre in September, 2014.

This plan gives us the winning strategies to meet the changing needs of employers, the evolving expectations of students, the emerging demands of technology and the needs of employees for a strong, engaging work environment. We will achieve our objectives with excitement and creativity, using Lean methodology to ensure quality, efficiency and continuous improvement.

Our students succeed through personalized learning and innovation and achievement that is powered by our people.

Vision, Mission & Core Promise From Strategic Plan

Vision

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

Mission

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

Core Promise to Students

At Fleming College, you become part of a learning community. We engage you in personalized learning and provide personalized support. Set in welcoming communities, our smaller campuses provide a friendly environment where people know your name.

Close relationships, high expectations and a hands-on, minds-on learning experience help you develop the knowledge and skills, attitudes and values that lead to success at work and in life.

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

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

For all of these reasons, 99% of Fleming Students agree they made the right choice coming to Fleming College.

The Fleming College 2014-2017 Strategic Mandate Agreement

Fleming's updated Strategic Mandate Agreement:

- Builds on our strengths and the vital role we play in the regional economy
- Outlines how we will maximize access and quality for our student population
- Affirms program strength in natural resources and environmental sciences, trades and technology and arts and heritage
- Commits to affordability and sustainability in the current economic environment
- Reflects our intention to make a unique contribution to Ontario's PSE system

Assumptions

1. We are in a period of financial constraint in Ontario as elsewhere. Pressure will increase concerning spending levels and efficiency in the public sector generally. Fleming, like other colleges, will make its case for adjustments to funding allocations to recognize the circumstances of mid-sized colleges.
2. Building on our program strengths and the vital role we play in the regional economy, we will rely on four mutually reinforcing differentiators (1) alignment with regional economic needs; (2) high quality programs and multiple pathways; (3) program specialization; (4) an operational model of financial and environmental sustainability.
3. Continued investment in a strong working environment and in the capabilities and engagement of our employees must be sustained in support of quality in our programs and services.
4. In order to meet our financial challenges and invest more in key aspects of the student experience, we must meet or exceed our enrollment growth targets while also continuously improving our operational processes through innovation and Lean redesign.
5. Student expectations are now a 'moving target'. New technologies, new access to knowledge and skills, increased mobility, differing delivery methods, competition and choice must inform and guide our efforts.
6. Support for students and the college through bursaries, in-kind donations and other gifts will become increasingly important and must become part of financial and investment planning.
7. Applied Research is gaining significant attention both federally and provincially. Fleming is capitalizing on its already established credibility and profile.
8. In order to meet financial challenges and invest more in key aspects of students' education, we have to streamline and redesign our processes. This requires creative thinking and the discipline associated with a Lean or continuous improvement philosophy.
9. Ensure College preparedness for new credential opportunities including 3-year degrees replacing advanced diplomas.

Business Plan Priorities for 2014 – 2015

Priorities across the college for the upcoming business year include:

1. Successfully implement the 2014-15 Enrolment Plan and develop the Official Enrolment Plan for 2015/16.
2. Successfully implement both Work Integrated Learning (WIL) and Applied Learning Enhancement strategies consistent with our Strategic Mandate Agreement (SMA).
3. Continue development and implementation of academic Key Performance Indicator (KPI) improvement initiatives.
4. Develop and implement targeted service area KPI improvement initiatives in services and facilities.
5. Implement a successful integrated product planning process.
6. Develop a 3-year implementation action plan to meet the goals of the existing eLearning strategy.
7. Ensure the Kawartha Trades and Technology Centre (KTTC) is completed within budget, and open for full operation in September 2014.
8. Successfully implement programming and partnerships to support the launch of the KTTC.
9. Create and implement solutions that address deficiencies in the communication and leadership areas identified through our Employee Engagement survey.
10. Continue to improve College processes and realize the efficiencies needed for future cost avoidance through the use of formal and informal Lean processes.

Key Business Plan Objectives 2014 – 2015

1.0 Achieving Excellence in Student Learning

Strategy 1.1

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

Objectives:

Successfully implement both Work Integrated Learning and Applied Learning Enhancement strategies consistent with our SMA. Success will be demonstrated by Key Performance Indicator (KPI) scores (for questions 21 through 23) at or above the provincial standard.

Develop a solution for increasing space requirements for applied learning projects across the College's academic programs. Success will be measured by developing collaborative strategies across the Academic division and the provision of suitable facilities to accommodate all planned program needs in an acceptable manner.

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.

Objectives:

Continue development and implementation of KPI improvement initiatives with a minimum of 60% of the student learning experience KPI ratings as 'above average' and at least 40% rated as 1st quartile provincially.

Implement a successful integrated planning process with the measures of success being an approved set of criteria and metrics that facilitate program prioritization and resource allocation, and an approved integrated approach to the development of a new strategic plan.

Strategy 1.4

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

Objectives:

Establish a cross functional steering committee made up of students, staff and faculty

to review, revise and make recommendations for changes to the Student Rights and Responsibilities Policy and Procedures. The measure of success will be an approved policy and clear procedures.

Establish a committee of administrators, faculty and staff to look at improving out of class tutoring and academic support services to students. Success will be measured by having a tutoring plan that is supported by the academic programs and several pilot courses running in the fall semester.

Ensure that all College programs are in full compliance with the Program Quality Assurance Process Audit (PQAPA) quality assurance criteria and demonstrate good quality standing. Success will be measured by compliance with the annual schedule of program and curriculum renewal reviews. Achievement of a student satisfaction rating of at least 85% on "Overall Quality of Programs" as well as the achievement or maintenance of full accreditation standing in all applicable programs.

Strategy 1.5

Develop an eLearning strategy that prepares our graduates for lifelong learning.

Objectives:

Develop a 3-year implementation action plan to meet the goals of the existing eLearning strategy. Success will be measured by attainment of the identified eLearning goals.

Implement a Geomatic Information System hybrid program delivery model that scales across the Frost software platform to enable broader adoption. The measure of success will be that IT Virtualized Delivery Infrastructure and classroom technology is fully implemented for the September 2014 Geomatics Pilot Delivery.

Strategy 1.6

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

Objectives:

Develop opportunities that foster interaction with a network of internal and external industry leaders aligned to current programs and students. The measure of success will be stronger mentorship by internal and external industry leaders through the development and implementation of events to encourage current student interaction with mentors.

2.0 Providing Superior Services & Facilities

Strategy 2.1

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

Objectives:

Develop and implement targeted KPI improvement initiatives in services and facilities. Success will be measured by an improvement of at least 2% over the previous year in student satisfaction, for services not already in the 1st quartile.

Establish and implement a plan with cross college involvement to improve our Orientation program by placing a greater focus on school spirit and social integration and improving how we provide timely information to new students. Success will be measured by having an inventory of current programming and services, a survey of students on what would help and an established orientation committee that will make recommendations for fall 2014.

Increase awareness of the service and involvement of students in activities that are recognized through the Co-curricular Record (CCR), following the launch in winter 2014. Success will be measured by having an increase of 20% of approved activities and students involved in CCR and a completed assessment of the initial year of CCR.

Assess the Career Services brand internally including current resources to support implementation of a communications and promotional plan that will increase awareness of the services we provide to students, staff, alumni and employers. Success will be measured by having updated promotional materials for students, alumni and employers.

Develop a strategy to engage Fleming College male students and staff in initiatives that support healthy masculinity and prevention of violence against women. Success will be measured by having the program developed, launched and staff and students trained in mentoring for other men on campus.

Complete facility improvement projects to improve student satisfaction that include priority deferred maintenance projects such as theatre seating upgrades at Brealey; washroom renovations at Brealey and Frost; roof repairs including the replacement of the Steele Centre roof at the Brealey campus; and many safety related improvements. Success will be measured by these projects being successfully completed on time and on budget. In consultation with Student Administrative Council/Student Association continue to

upgrade services to students including Portal mobile applications, Learning Commons upgrades, lab upgrades and smart group study spaces. Work with Academic Leadership to finalize and implement eLearning goals.

Implement the Registrar's Office and Continuing Education Operations systems priorities identified in the Registrar's Office plan designed to increase automation and efficiency. Success will be measured by feedback from staff and students and successful implementation of related activities.

Through Fleming Data Research provide data, and institutional research support for the effective measurements needed for integrated planning and for the reporting requirements from the Ministry.

Move the newly designed credit transfer process to the next level by incorporating EDI improvements, system modifications and policy changes. Success will be measured by feedback from staff and students.

Implement enhancements to the diploma generating process to improve efficiency and effectiveness. Success will be measured by feedback from faculty and staff.

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 a comprehensive review and consolidation of the new IT platform across all systems and users to provide feedback and the basis for the next IT three-year roadmap. The measure of success will be completion of the comprehensive evaluation by October 30th, 2014 and a 3-year roadmap completed and validated by March, 2015.

Complete Major Systems initiatives (Database Split, Tuition Framework, Financial Health and Sustainability Grant projects, Productivity Innovation Fund – Integrated Program Planning data sources, Credit transfer). The measure of success will be that priority setting be completed by April 30, 2014 and that approved projects will be completed on-time and on-budget throughout the 2014-15 fiscal year.

Implement core IT infrastructure and classroom/Lab technologies and integrate KTTC into the College IT systems. The measure of success is to complete the Lab and classroom upgrades by September 2014 and the Core Switch infrastructure upgrades by March 31, 2015.

Strategy 2.3

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

Objectives:

Utilize the outdoor aspects of the Frost and Sutherland Campuses to promote healthy activities for staff and students. We will maintain and promote the use of the existing trails. Success will be measured by having trail signage and a maintenance plan for the trails at both campuses. The soccer fields will be used during the Sutherland Campus Orientation events.

Examine ways of improving our services to students in our Libraries by looking at the best use of the space and partnering with the Academic Schools. Success will be measured by having several courses working in a proactive way with the Libraries to prepare to assist students with assignments.

Ensure the Kawartha Trades and Technology Centre is constructed within budget, and open for full operation in September 2014. Success will be measured by this project being successfully completed to its design specifications, on time and on budget.

Complete the development of a comprehensive Campus Master Plan for the Frost Campus in Lindsay. Success will be measured by this plan being successfully completed on time and on budget and providing sound strategic direction for the development of the Frost campus for the future.

Strategy 2.4

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

Objective:

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

3.0 Leading in Sustainability

Strategy 3.1

Develop and implement a five-year Fleming College Sustainability Plan that includes

objectives, benchmarks and public reporting.

Objective:

Continue progress on our 5-year plan towards achieving a silver STARS rating (or higher) by 2015.

Strategy 3.2

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

Objectives:

Implement the Year 2 College Operational Action Plan for the Fleming College Sustainability Plan (2013-2018).

Review Duplicating services in relation to XEROX Multi-function deployment and implement industry standard tools to encourage users to use the most cost-effective and green approach to printing. Implement a Data Retention and Archiving Policy and complete the business plan to transition to a corporate staff portal and electronic document management in 2015-2016.

Strategy 3.3

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

Objective:

Increase the number of sustainability-focused and sustainability-related courses across our curriculum by 50%. Double the scope of sustainability-focused and/or sustainability-related courses across our curriculum.

Strategy 3.4

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

Objectives:

Work closely with WaterTAP (provincial Water Technology Acceleration Project) to participate in efforts to make Ontario a global water leader. Success will be measured by participating on working groups, and supporting or co-hosting provincial technology showcases and conferences.

Meet all current research obligations and deliverables as per funder expectations and contracts. In addition, achieve ISO 17025 accreditation and secure NSERC Industrial Chair funding.

Implement the Technical Access Centres (TAC) grant as the platform for the next stage of applied research development. Success will be measured through the successful completion of specific projects.

Strategy 3.5

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

Objective:

Expand the scope and scale of our current sustainability-related community-based applied learning opportunities. To increase sustainability-related applied learning experiences by 10% and build on the success of applied projects both in SENRS and the School of Justice and Business Studies to facilitate more student projects both on campuses and in the community supporting the community sustainability plans in the City of Kawartha Lakes and Peterborough.

4.0 Growing with Positive Results

Strategy 4.1

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

Objectives:

Successfully implement the 2014-15 Enrolment Plan and develop the Official Enrolment Plan for 2015/16. Success will be measured by achievement of the enrolment targets and approval of the 2015/16 Plan.

Generate student applications to support the achievement of the college's overall enrolment targets through traditional and online advertising and recruiting outreach.

Continue emphasis on gaining market share in selected geographic markets (the eastern GTA and International initiatives) and key market segments (non-direct students and university students).

Support the brand positioning for the Frost Campus/School of Environmental & Natural Resource Sciences as a Centre of Excellence through marketing and communications projects. Meet enrolment targets for the Frost Campus.

Develop and implement marketing initiatives in support of programs and career paths in the Technology and Trades fields coincident with the opening of the new Kawartha Trades and Technology Centre. Internal and OCAS data will be measured to determine success against these marketing goals.

Launch a new college website prior to the fall recruiting season. The site will have enhanced content, embedded tracking capabilities to link with sales and marketing automation tools, and responsive design feature to enhance the user experience across all platforms. Web analytics will be used as the measurement tool, targeting a >3% increase in traffic as well as improvements in response time, bounce rates and time.

Work in partnership with Student Recruitment and the Liaison Officers to assist with recruitment efforts to help the college to realize growth targets. Where possible (i.e. at Open House, at presentations with high schools or education fairs), provide alumni who can speak to their Fleming College experience and the career success their Fleming College education has afforded them.

Implement international development strategies including expansion of the Brazil initiative, increased recruitment activities in the China market, and continuation of recruitment efforts in India. Success will be measured by meeting international enrolment targets included in the enrolment plan.

Increase the enrolment of upper semester direct entry students. Success will be measured by meeting targets set out in the enrolment plan.

Design and implement strategies to begin to move Fleming along the internationalization continuum. Success will be measured by implementation of effective strategies and staff and student feedback.

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:

Continue to pilot sales and marketing automation tools to capture contact data, engage prospects and manage prospective students with communications personalized to their profile and program interests through to the application process. A pilot of sales tools is underway, marketing automation tools are to be added by end of the 2014-15 fiscal year. Implement systems improvements designed to increase the automation of domestic and international application processes and enhance service to students. Success will be measured by feedback from students and meeting enrolment targets.

Strategy 4.3

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

Objectives:

Support new program development through the acquisition of in-kind donations of equipment. Targets for in-kind equipment acquisitions will be set once the 2014/15 capital equipment lists have been reviewed.

Implement a “Gated Product Development Process” for new program development that aligns with Fleming’s strengths as identified in our Strategic Mandate Agreement. Success will be measured by development of up to 10 new programs. New programs will focus on “Differentiation” and the “Fit with Fleming”.

Strategy 4.4

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

Objectives:

Increase and expand water sector online and eLearning offerings. Success will be measured by having all CE/CT water courses offered through online or eLearning.

Continue leadership of the Canada-India Water Training Consortium and secure training partnership contracts in India. Success will be measured by securing and delivering at least 5 contracts/training activities in India this year.

5.0 Building Community Success**Strategy 5.1**

Work in partnership with our communities to contribute measurably to economic and

community development. These plans include emphasis on sectors such as hospitality and tourism, health and wellness, the arts, water management, and construction and manufacturing.

Objectives:

Through community engagement opportunities, actively promote services within the college that could support economic development efforts within organizations in the community (i.e. Career Services, Contract Training, Continuing Education, Lean Academy) as a means to enhance donor/donor prospect relationship management.

Work with City of Kawartha Lakes' Water Research and Innovation Network (WRIN) to assist companies with economic development objectives in the water sector.

Fulfill our role as a co-delivery agent for Environment Canada's Environmental Technologies Verification (ETV).

Increase apprenticeship programs offered at Fleming College. Goal attainment will be measured by successful regional expansion of employer participation in apprenticeship programming.

Strategy 5.2

Fully realize the vision of the Kawartha Trades & Technology Center (KTTC) to address immediate and long-term needs and opportunities.

Objectives:

Complete Phase II (\$250,000 Student Financial Assistance Funding) of the KTTC campaign. Successfully implement programming and partnerships to support the launch of the KTTC. Success will be measured by continued growth in partnerships from local industry and a successful launch of the KTTC in the Fall of 2014.

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.

Objective:

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

Strategy 5.5

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

Objectives:

Develop and implement a plan to secure funds for programs and services to support Aboriginal learners achieve success.

Broaden our service commitment to Aboriginal students through a more formal partnership with the College's Health Services and First Generation staff. Success will be measured by hosting one event for Aboriginal First Generation students and their parents to talk about career opportunities at the post-secondary level and increased health information specific to improving health outcomes for Aboriginal populations.

Strategy 5.6

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

Objective:

Through the annual employee campaign acknowledge philanthropic efforts of Fleming College employees to cultivate a greater culture of philanthropy within the college.

6.0 Developing the Fleming Working Environment**Strategy 6.1**

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

Objective:

Champion a focussed, comprehensive development program that includes differentiated offerings, integrated learning and individual development plans. Effective implementation of the plan, strong participation rates and the achievement of business plan objectives will be the measures of success.

Strategy 6.2

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

Objective:

Create and implement solutions that address deficiencies identified through our Employee Engagement survey, tackling the initiatives that will have the biggest impact first. Success will be measured through staff focus groups, leader check-ins and a majority of leaders achieving 'fully successful' or 'above' performance ratings on their related leadership

Strategy 6.3

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

Objective:

Pilot stronger integration between the Academic and Student Service areas, where appropriate, to better deliver our Core Promise to students. Successful development of integrated initiatives will be the measure of success.

Strategy 6.4

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

Objective:

Continue to enhance inclusiveness and accessibility by implementing the second stage in a multi-year accessibility plan. This includes enhancing the feeling of inclusiveness for all students with emphasis on International and Aboriginal students. Success will be measured by completion of the Accessibility for Ontarians with Disabilities Act plan and the business plan objectives that relate to international and aboriginal students.

Strategy 6.5

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

Objective:

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

Conclusion

We believe that we have a strong business plan with objectives that will ensure significant progress towards our Strategic Mandate Agreement and a dynamic future.

We recognize that the environment is competitive with financial constraints and resource limitations. These challenges will be addressed by being innovative, efficient, focused on quality and personalized learning and listening to the input of students, employers and staff. We will approach this year balancing both the efficiency and growth side of our work.

We are confident that we will end this year much closer to the college of our future; one that delivers our Core Promise to Students, serves our region with a comprehensive suite of programs, continues to develop differentiation in specific areas of strength, values and engages staff and is entrepreneurial and more innovative than five years ago.

STATEMENT OF FINANCIAL POSITION

Sir Sandford Fleming College of Applied Arts and Technology

	Actuals	Budget	Interim	Actuals	Budget
	2012-13	2013-14	2013-14	2013-14	2014-15
1 Assets	119,993,880	139,872,855	133,608,854	141,218,652	139,847,601
11 Cash and Cash Equivalents	8,336,220	44,864	4,712,552	13,024,963	3,669,047
111 Cash and Cash Equivalents	8,291,356	-	4,667,688	13,021,651	3,665,735
112 Cash in Trust - Endowments	44,864	44,864	44,864	3,312	3,312
12 Accounts Receivable	9,181,272	22,524,651	13,078,811	8,891,913	8,606,913
121 Accounts Receivable	9,181,272	22,524,651	13,078,811	8,891,913	8,606,913
GRE	5,875,601	16,437,808	6,991,968	5,620,739	5,620,739
Non-GRE	3,305,671	6,086,843	6,086,843	3,271,174	2,986,174
14 Other Current Assets	10,545,612	3,866,011	3,866,011	11,004,409	11,004,409
141 Assets for Sale	4,584	4,584	4,584	3,926	3,926
142 Inventory for Consumption	30,913	30,913	30,913	35,793	35,793
149 Other Current Assets	10,510,115	3,830,514	3,830,514	10,964,690	10,964,690
14930 Prepaid Expenses	700,720	700,720	700,720	894,669	894,669
14940 Investments Greater than 90 Days & Less than 1 Year	9,622,916	2,981,202	2,981,202	9,737,615	9,737,615
14947 Investments Greater than 90 Days & Less than 1 Year - MTM OB	49,859	148,592	148,592	148,592	332,406
14948 Investments Greater than 90 Days & Less than 1 Year - MTM CY	98,733	-	-	183,814	-
14990 Other Current Assets	-	-	-	-	-
15 CIP	9,002,245	29,045,635	26,803,949	23,799,479	0
151 CIP	9,002,245	29,045,635	26,803,949	23,799,479	0
16 Tangible Capital Assets	146,237,109	153,650,819	154,209,194	152,223,673	190,867,818
161 Land	2,424,937	2,424,937	2,424,937	2,479,937	2,479,937
162 Site Improvements	3,703,497	3,776,497	4,190,325	4,327,846	4,490,745
163 Building	103,222,115	105,203,118	105,161,131	104,446,996	137,529,983
164 Furniture and Equipment	21,156,225	25,067,847	22,982,466	23,003,930	26,416,092
165 IT	12,474,548	13,922,633	13,294,548	12,079,547	13,780,645
169 Other TCA	3,255,787	3,255,787	6,155,787	5,885,417	6,170,417
17 Tangible Capital Asset Accumulated Amortization	(68,562,312)	(74,512,859)	(74,315,397)	(72,703,275)	(79,278,076)
172 AA Site Improvements	(2,634,988)	(2,899,625)	(2,914,375)	(2,926,935)	(3,195,076)
173 AA Building	(37,864,078)	(40,476,502)	(40,503,376)	(40,491,567)	(43,504,928)
174 AA Furniture and Equipment	(16,539,487)	(18,588,284)	(18,381,378)	(18,135,816)	(20,259,130)
175 AA IT	(10,662,946)	(11,531,924)	(11,427,243)	(10,067,233)	(10,945,999)
179 AA Other TCA	(860,813)	(1,016,525)	(1,089,025)	(1,081,724)	(1,372,942)
19 Investments and Other Long term Assets	5,253,734	5,253,734	5,253,734	4,977,490	4,977,490
191 Long term Investments	5,253,734	5,253,734	5,253,734	4,977,490	4,977,490
19110 Investments Greater than 1 Year	5,173,086	5,173,086	5,173,086	4,943,312	4,943,312

STATEMENT OF FINANCIAL POSITION

Sir Sandford Fleming College of Applied Arts and Technology

	Actuals 2012-13	Budget 2013-14	Interim 2013-14	Actuals 2013-14	Budget 2014-15
19117 Investments Greater than 1 Year - MTM OB	202,228	80,648	80,648	80,648	34,178
19118 Investments Greater than 1 Year - MTM CY	(121,580)	-	-	(46,470)	-
2 Liabilities	109,405,790	129,284,764	123,020,764	130,306,775	128,935,724
21 Bank Indebtedness	-	4,660,706	-	-	-
211 Bank Indebtedness	-	4,660,706	-	-	-
22 Accounts Payable and Accrued Liabilities	18,969,995	19,034,938	18,351,914	24,153,125	19,685,626
221 Accounts Payable and Accrued Liabilities	17,559,099	17,731,107	17,048,083	22,849,294	18,587,294
GRE	-	-	-	-	-
Non-GRE	17,559,099	17,731,107	17,048,083	22,849,294	18,587,294
222 Accrued Interest	106,618	101,957	101,957	101,957	96,347
223 Current Portion of Long term liabilities	1,304,278	1,201,874	1,201,874	1,201,874	1,001,985
22310 Current Portion of Long Term Debt	1,304,278	1,201,874	1,201,874	1,201,874	1,001,985
GRE	1,096,278	1,135,874	1,135,874	1,135,874	932,985
Non-GRE	208,000	66,000	66,000	66,000	69,000
23 Deferred Revenue	7,173,946	7,173,946	7,173,946	8,031,565	9,131,565
231 Deferred Revenue	2,528,961	2,528,961	2,528,961	2,396,305	2,396,305
GRE	1,310,814	1,310,814	1,310,814	1,221,767	1,221,767
Non-GRE	1,218,147	1,218,147	1,218,147	1,174,538	1,174,538
232 Deferred Tuition Revenue	4,644,985	4,644,985	4,644,985	5,635,260	6,735,260
24 Restricted Contribution	2,189,893	2,189,893	2,189,893	2,560,174	2,560,174
241 Restricted Contribution	2,189,893	2,189,893	2,189,893	2,560,174	2,560,174
GRE	110,942	110,942	110,942	151,403	151,403
Non-GRE	2,078,951	2,078,951	2,078,951	2,408,771	2,408,771
24107 Restricted Contribution - MTM OB	252,087	229,240	229,240	229,240	366,584
24108 Restricted Contribution - MTM CY	(22,847)	-	-	137,344	-
25 Deferred Capital Contributions	60,379,314	76,734,514	75,814,243	77,065,626	80,064,059
251 DCC	60,379,314	76,734,514	75,814,243	77,065,626	80,064,059
GRE	54,112,684	70,455,548	66,310,930	67,003,934	70,120,788
Non-GRE	6,266,630	6,278,966	9,503,313	10,061,692	9,943,271
25102 DCC - Additions	8,306,882	20,396,199	19,206,685	20,255,674	7,237,433
GRE	7,900,570	19,271,399	14,845,321	15,487,035	6,578,405
Non-GRE	406,312	1,124,801	4,361,364	4,768,639	659,028
25103 DCC - Amortized to Revenue	(3,774,027)	(3,741,000)	(3,526,755)	(3,571,423)	(4,239,000)
GRE	(2,939,409)	(2,928,535)	(2,647,074)	(2,595,785)	(3,461,550)
Non-GRE	(834,618)	(812,465)	(879,681)	(975,638)	(777,450)
27 Debt	15,209,159	14,007,285	14,007,285	14,007,285	13,005,300
271 Debt	15,209,159	14,007,285	14,007,285	14,007,285	13,005,300

STATEMENT OF FINANCIAL POSITION

Sir Sandford Fleming College of Applied Arts and Technology

		Actuals	Budget	Interim	Actuals	Budget
		2012-13	2013-14	2013-14	2013-14	2014-15
	GRE	14,118,159	12,982,285	12,982,285	12,982,285	12,049,300
	Non-GRE	1,091,000	1,025,000	1,025,000	1,025,000	956,000
27102	Debt - Acquired	14,921,000	-	-	-	-
	GRE	14,921,000	-	-	-	-
	Non-GRE	-	-	-	-	-
27103	Debt Retired/Paid in the Year	(1,301,425)	(1,304,278)	(1,304,278)	(1,304,278)	(1,201,874)
	GRE	(673,425)	(1,096,278)	(1,096,278)	(1,096,278)	(1,135,874)
	Non-GRE	(628,000)	(208,000)	(208,000)	(208,000)	(66,000)
29 Other Long Term Liabilities		5,483,483	5,483,483	5,483,483	4,489,000	4,489,000
291	Obligation for Pension Plan Benefits	780,483	780,483	780,483	-	-
292	Obligation for Postemployment Benefit & Compensated Absences	4,476,000	4,476,000	4,476,000	4,320,000	4,320,000
299	Derivatives and Other Long term Liabilities	227,000	227,000	227,000	169,000	169,000
	GRE	-	-	-	-	-
	Non-GRE	227,000	227,000	227,000	169,000	169,000
29917	Derivatives MTM - OB	241,000	227,000	227,000	227,000	169,000
29918	Derivatives MTM - CY	(14,000)	-	-	(58,000)	-
3 Net Assets		10,588,090	10,588,090	10,588,090	10,911,877	10,911,877
31 Unrestricted Net Assets		(9,336,902)	(13,985,332)	(13,387,754)	(11,988,522)	(14,798,827)
311	Unrestricted Net Assets	(9,336,902)	(13,985,332)	(13,387,754)	(11,988,522)	(14,798,827)
32 Internally Restricted Net Assets		1,976,000	2,249,000	2,162,000	1,976,000	1,976,000
321	Internally Restricted Net Assets	1,976,000	2,249,000	2,162,000	1,976,000	1,976,000
33 Investment in Capital Assets		11,937,492	16,312,922	15,802,344	14,708,093	17,518,398
331	Investment in Capital Assets	11,937,492	16,312,922	15,802,344	14,708,093	17,518,398
37 Endowments		6,238,500	6,238,500	6,238,500	6,385,306	6,385,306
371	Endowments	6,238,500	6,238,500	6,238,500	6,385,306	6,385,306
	GRE	3,334,861	3,334,861	3,334,861	3,334,861	3,334,861
	Non-GRE	2,903,639	2,903,639	2,903,639	3,050,445	3,050,445
38 Accumulated Remeasurement Gain & Losses		(227,000)	(227,000)	(227,000)	(169,000)	(169,000)
381	Accumulated Remeasurement Gain & Losses	(227,000)	(227,000)	(227,000)	(169,000)	(169,000)
38107	Accumulated Remeasurement Gain & Losses - OB	(241,000)	(227,000)	(227,000)	(227,000)	(169,000)
38108	Unrealised Remeasurement - CY Gains/Losses	14,000	-	-	58,000	-
38109	Remeasurement Reclassified to Statement of Operation	-	-	-	-	-
Assets - Liabilities - Net Assets		-	0	-	-	0

STATEMENT OF OPERATIONS

Sir Sandford Fleming College of Applied Arts and Technology

	Actuals 2012-13	Budget 2013-14	Interim 2013-14	Actuals 2013-14	Budget 2014-15
4 Revenue	96,775,387	97,372,563	98,287,478	101,307,578	103,297,678
41 Grant Revenue	58,078,811	57,729,141	58,006,372	59,439,751	59,435,176
411 Grant Revenue	54,304,784	53,988,141	54,479,617	55,868,328	55,196,176
41110 Grant revenue Operating	52,390,264	53,380,293	53,413,081	53,746,526	54,130,095
GRE	50,922,101	52,546,100	52,541,991	52,866,305	53,210,805
Non-GRE	1,468,163	834,193	871,090	880,221	919,290
41120 Grant revenue Capital	583,671	144,193	602,881	919,501	696,793
GRE	583,671	144,193	602,881	897,567	696,793
Non-GRE	-	-	-	21,934	-
41130 Recognition of Deferred Revenue & Restricted Funds	1,330,849	463,655	463,655	1,202,301	369,288
GRE	977,996	463,655	463,655	604,328	369,288
Non-GRE	352,853	-	-	597,973	-
414 Amortization of Deferred Capital Contributions	3,774,027	3,741,000	3,526,755	3,571,423	4,239,000
GRE	2,939,409	2,928,535	2,647,074	2,595,785	3,461,550
Non-GRE	834,618	812,465	879,681	975,638	777,450
43 Tuition Fees	24,236,168	25,268,709	26,046,150	26,811,648	28,147,046
431 Tuition Fee - Regulated	20,495,431	21,369,397	21,741,487	22,027,149	22,796,445
432 Tuition Fee - Unfunded	3,740,737	3,899,312	4,304,663	4,784,499	5,350,601
44 Other Student Fees	4,106,143	4,062,397	4,044,221	4,362,523	4,380,773
45 Contractual and other fee-for-services	1,052,877	937,477	1,079,677	1,057,624	1,425,345
451 Contractual Services	744,490	804,741	964,877	987,130	1,355,845
452 Other fee-for-services	308,387	132,736	114,800	70,494	69,500
46 Ancillary Revenue	7,387,699	7,465,802	7,213,318	7,434,581	7,628,050
461 Ancillary Revenue	7,387,699	7,465,802	7,213,318	7,434,581	7,628,050
49 Other Revenue	1,913,689	1,909,037	1,897,740	2,201,451	2,281,288
492 Donations	41,003	10,000	10,000	47,522	10,000
493 Gain/Loss on Sale of Assets	-	1,000	1,000	13,200	1,000
494 Gain/Loss on Sale of Inventory and other Assets	13,323	-	-	12,213	-
499 Other Revenue	1,859,363	1,898,037	1,886,740	2,128,516	2,270,288

STATEMENT OF OPERATIONS

Sir Sandford Fleming College of Applied Arts and Technology

	Actuals 2012-13	Budget 2013-14	Interim 2013-14	Actuals 2013-14	Budget 2014-15
49940 Interest Income	163,277	100,000	100,000	171,728	100,000
GRE	-	-	-	-	
Non-GRE	163,277	100,000	100,000	171,728	100,000
5 Expenses	95,549,441	97,372,563	98,287,478	101,243,597	103,297,679
51 Salaries & Wages	53,199,464	54,601,686	54,211,555	56,304,887	57,058,182
511 Salaries - Full Time & Partial Load Academic	25,109,807	26,553,501	26,334,465	25,122,476	27,133,414
512 Salaries - Part Time & Sessional Academic	2,428,628	1,547,108	1,517,756	3,625,681	1,727,341
513 Salaries - Support Staff	17,096,829	17,914,184	17,740,959	17,849,459	18,620,107
514 Salaries - Administrative Staff	7,302,341	7,361,237	7,461,315	8,115,368	8,119,518
515 Other Salary Costs - Full Time & Partial Load Academic	922,253	1,014,957	903,926	1,206,168	1,171,801
516 Other Salary Costs - Part Time & Sessional Academic	11,460	8,187	9,739	114,021	9,800
517 Other Salary Costs - Support Staff	229,281	180,846	221,721	250,040	274,001
518 Other Salary Costs - Administrative Staff	98,865	21,666	21,674	21,674	2,200
52 Employee Benefits	11,030,268	11,726,220	11,615,300	11,670,838	12,423,313
521 Benefits - Full Time & Partial Load Academic	2,657,829	3,125,471	3,091,949	2,713,070	3,158,475
522 Benefits - Part Time & Sessional Academic	215,934	168,288	169,241	346,743	163,366
523 Benefits - Support Staff	2,569,993	2,586,034	2,602,392	2,585,861	2,704,313
524 Benefits - Administrative Staff	856,545	821,372	848,243	795,529	853,527
525 Pension Plans	5,053,581	5,025,055	4,903,475	5,385,156	5,543,632
526 Postemployment Benefits & Compensated Absences	(323,614)	-	-	(155,521)	
53 Transportation & Communication	2,178,665	2,266,743	2,227,916	2,105,655	2,190,686
54 Services	14,632,151	15,229,461	16,430,365	16,491,447	16,758,248
541 Services	7,185,686	7,872,555	7,889,604	8,223,819	8,272,367
542 Utilities & Maintenance	6,406,604	6,296,080	7,495,175	7,227,318	7,456,452

STATEMENT OF OPERATIONS

Sir Sandford Fleming College of Applied Arts and Technology

	Actuals 2012-13	Budget 2013-14	Interim 2013-14	Actuals 2013-14	Budget 2014-15
543 Rental Expenditures	1,039,861	1,060,826	1,045,586	1,040,310	1,029,429
55 Supplies & Minor Equipment	3,729,746	3,468,682	3,615,036	3,995,816	3,499,089
57 Amortization Expense	6,271,950	5,950,547	5,753,085	5,669,138	6,574,801
59 Other Expenditures	4,507,197	4,129,224	4,434,221	5,005,816	4,793,360
591 Interest & Insurance Expenses	1,331,121	1,366,672	1,330,040	1,343,808	1,347,651
59120 Interest on Long Term Debt & Demand Loans	575,521	548,629	548,629	544,813	506,008
GRE	384,543	485,142	485,142	481,352	440,808
Non-GRE	190,978	63,487	63,487	63,461	65,200
599 Other Expenses	3,176,076	2,762,552	3,104,181	3,662,008	3,445,709
SURPLUS/(DEFICIT)	1,225,946	(0)	-	63,981	(0)

CAPITAL ASSETS

Sir Sandford Fleming College of Applied Arts and Technology

Show acquisitions as positive amounts; show amortization and disposals as negative amounts

Actual	Forecast				
2013-14	2014-15	2015-16	2016-17	2017-18	2018-19

LAND

16101 Land - OB	2,424,937	2,479,937	2,479,937	2,479,937	2,479,937	2,479,937
16105 Land - Transfers from CIP1	-					
16102 Land - Additions	55,000					
16103 Land - Disposals	-					
16104 Land - Valuation and Other Adjustments	-					
TOTAL LAND - CLOSING	2,479,937	2,479,937	2,479,937	2,479,937	2,479,937	2,479,937

BUILDING

16301 Building - OB	103,222,115	104,446,996	137,529,983	136,755,169	137,255,169	137,755,169
16305 Building - Transfers from CIP1	151,382	32,038,587				
16302 Building - Additions	1,073,499	1,044,400	500,000	500,000	500,000	500,000
16303 Building - Disposals	-		(1,274,814)			
16304 Building - Valuation and Other Adjustments	-					
Closing balance	104,446,996	137,529,983	136,755,169	137,255,169	137,755,169	138,255,169

Accumulated Amortization:

17301 AA Building - OB	(37,864,078)	(40,491,567)	(43,504,928)	(46,273,588)	(49,693,087)	(53,052,612)
17302 AA Building - Current Year Amortization	(2,627,489)	(3,013,361)	(3,422,946)	(3,419,499)	(3,359,526)	(3,347,346)
17303 AA Building - Disposals	-		654,285			
17304 AA Building - Valuation and Other Adjustments	-					
Closing balance	(40,491,567)	(43,504,928)	(46,273,588)	(49,693,087)	(53,052,612)	(56,399,959)

BUILDINGS - NET BOOK VALUE

63,955,429	94,025,055	90,481,581	87,562,082	84,702,556	81,855,210
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SITE IMPROVEMENTS

16201 Site Improvement - OB	3,703,497	4,327,846	4,490,745	4,590,745	4,690,745	4,790,745
16205 Site Improvement - Transfers from CIP1	-					
16202 Site Improvement - Additions	624,349	162,899	100,000	100,000	100,000	100,000
16203 Site Improvement - Disposals	-					
16204 Site Improvement - Valuation and Other Adjustments	-					
Closing balance	4,327,846	4,490,745	4,590,745	4,690,745	4,790,745	4,890,745

Accumulated Amortization:

17201 AA Site Improvement - OB	(2,634,988)	(2,926,935)	(3,195,076)	(3,420,399)	(3,646,692)	(3,878,499)
17202 AA Site Improvement - Current Year Amortization	(291,947)	(268,141)	(225,323)	(226,293)	(231,807)	(228,772)
17203 AA Site Improvement - Disposals	-					
17204 AA Site Improvement - Valuation and Other Adjustments	-					
Closing balance	(2,926,935)	(3,195,076)	(3,420,399)	(3,646,692)	(3,878,499)	(4,107,271)

SITE IMPROVEMENT - NET BOOK VALUE

1,400,911	1,295,668	1,170,345	1,044,053	912,245	783,474
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CAPITAL ASSETS

Sir Sandford Fleming College of Applied Arts and Technology

Show acquisitions as positive amounts; show amortization and disposals as negative amounts

Actual	Forecast				
2013-14	2014-15	2015-16	2016-17	2017-18	2018-19

FURNITURE & EQUIPMENT

16401 Furniture & Equipment - OB	21,156,225	23,003,930	26,416,092	27,576,092	28,506,092	29,406,092
16405 Furniture & Equipment - Transfers from CIP1	-					
16402 Furniture & Equipment - Additions	2,096,889	3,412,162	1,160,000	930,000	900,000	900,000
16403 Furniture & Equipment - Disposals	(249,184)					
16404 Furniture & Equipment - Valuation and Other Adjustments	-					
Closing balance	23,003,930	26,416,092	27,576,092	28,506,092	29,406,092	30,306,092

Accumulated Amortization:

17401 AA Furniture & Equipment - OB	(16,539,487)	(18,135,816)	(20,259,130)	(22,452,316)	(24,404,799)	(26,108,312)
17402 AA Furniture & Equipment - Current Year Amortization	(1,845,513)	(2,123,314)	(2,193,186)	(1,952,483)	(1,703,513)	(1,423,564)
17403 AA Furniture & Equipment - Disposals	249,184					
17404 AA Furniture & Equipment - Valuation and Other Adjustments	-					
Closing balance	(18,135,816)	(20,259,130)	(22,452,316)	(24,404,799)	(26,108,312)	(27,531,876)

FURNITURE & EQUIPMENT - NET BOOK VALUE

4,868,114	6,156,962	5,123,776	4,101,293	3,297,780	2,774,216
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INFORMATION TECHNOLOGY

16501 IT - OB	12,474,548	12,079,547	13,780,645	14,580,645	15,380,645	16,180,645
16505 IT - Transfers from CIP1	-					
16502 IT - Additions	883,990	1,701,098	800,000	800,000	800,000	800,000
16503 IT - Disposals	(1,278,991)					
16504 IT - Valuation and Other Adjustments	-					
Closing balance	12,079,547	13,780,645	14,580,645	15,380,645	16,180,645	16,980,645

Accumulated Amortization:

17501 AA IT - OB	(10,662,946)	(10,067,233)	(10,945,999)	(12,153,538)	(13,438,926)	(14,468,447)
17502 AA IT - Current Year Amortization	(683,278)	(878,766)	(1,207,539)	(1,285,388)	(1,029,521)	(862,065)
17503 AA IT - Disposals	1,278,991					
17504 AA IT - Valuation and Other Adjustments	-					
Closing balance	(10,067,233)	(10,945,999)	(12,153,538)	(13,438,926)	(14,468,447)	(15,330,512)

INFORMATION TECHNOLOGY - NET BOOK VALUE

2,012,314	2,834,645	2,427,106	1,941,718	1,712,197	1,650,132
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CAPITAL ASSETS

Sir Sandford Fleming College of Applied Arts and Technology

Show acquisitions as positive amounts; show amortization and disposals as negative amounts

Actual	Forecast				
2013-14	2014-15	2015-16	2016-17	2017-18	2018-19

OTHER TCA

16901 Other TCA - OB	3,255,787	5,885,417	6,170,417	6,170,417	6,170,417	6,170,417
16905 Other TCA - Transfers from CIP1	118,828					
16902 Other TCA - Additions	2,510,802	285,000				
16903 Other TCA - Disposals	-					
16904 Other TCA - Valuation and Other Adjustments	-					
Closing balance	5,885,417	6,170,417	6,170,417	6,170,417	6,170,417	6,170,417

Accumulated Amortization:

17901 AA Other TCA - OB	(860,813)	(1,081,724)	(1,372,942)	(1,662,606)	(1,870,901)	(2,066,083)
17902 AA Other TCA - Current Year Amortization	(220,911)	(291,218)	(289,664)	(208,295)	(195,182)	(195,182)
17903 AA Other TCA - Disposals	-					
17904 AA Other TCA - Valuation and Other Adjustments	-					
Closing balance	(1,081,724)	(1,372,942)	(1,662,606)	(1,870,901)	(2,066,083)	(2,261,265)

OTHER TCA - NET BOOK VALUE

4,803,693	4,797,475	4,507,811	4,299,516	4,104,334	3,909,152
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CONSTRUCTION IN PROGRESS

15101 CIP - OB	9,002,245	23,799,479	0	0	0	0
15102 CIP - Additions	15,067,444	8,239,108				
Additions - AFP projects2	-					
15106 CIP - Capitalized Interest	-					
15105 CIP - Transfers to Tangible Capital Asset1	(270,210)	(32,038,587)	-	-	-	-
15103 CIP - Disposals	-					
15104 CIP - Valuation and Other Adjustments	-					
Closing balance	23,799,479	0	0	0	0	0

NET TANGIBLE CAPITAL ASSETS

103,319,877	111,589,742	106,190,556	101,428,598	97,209,050	93,452,120
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TOTAL ACQUISITIONS (incl. AFP)

22,311,973	14,844,666	2,560,000	2,330,000	2,300,000	2,300,000
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TOTAL AMORTIZATION

5,669,138	6,574,801	7,338,657	7,091,958	6,519,549	6,056,929
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CAPITAL PROJECT STATUS AND SOURCES OF FINANCING

Sir Sandford Fleming College of Applied Arts and Technology

Project Status						Tangible Capital Assets Category				
No	Project Name	Project Type (drop down list)	Planned Start Date (MMM-YYYY)	Planned Completion Date (MMM-YYYY)	Total Project Cost	Building	Site Improvements	Furniture & Equipment	Information Technology	Other TCA
1	Kawartha Trades and Technolgoy Centre	Major Capital Project	Aug-2012	Aug-2014	36,193,077	32,273,497	434,101	2,685,479	800,000	
2	Centre for Alternative Wastewater Treatment	Major Capital Project	Aug-2011	May-2014	1,769,700	1,048,873		720,827		
3	Student Sports Fields	Major Capital Project	Jun-2013	Jun-2014	2,900,000					2,900,000
4	Annual Projects	Capital Renewal	Apr-2014	Mar-2015	9,669,865	2,024,191	562,899	3,600,678	3,482,098	
5	Annual Projects	Renovation, Modernization, and Adaptation	Apr-2014	Mar-2015	2,496,534	861,529		1,016,005	619,000	
6					-					
Total					53,029,176	36,208,090	997,000	8,022,989	4,901,098	2,900,000

			Sources of Financing							
No	Project Name	Total Project Cost	TCU Capital Grant	Other Provincial Funding	Internal Reserve	OFA Financing	Third Party Funding - Federal	Third Party Funding - Municipalities	Student Bodies	Other Third Party Funding
1	Kawartha Trades and Technolgoy Centre	36,193,077	30,581,069			2,290,594		1,300,000		2,021,413
2	Centre for Alternative Wastewater Treatment	1,769,700		776,480	216,741		776,480			
3	Student Sports Fields	2,900,000							2,900,000	
4	Annual Projects	9,669,865	3,686,000		5,983,865					
5	Annual Projects	2,496,534			2,496,534					
6		-								
Total		53,029,176	34,267,069	776,480	10,987,734		776,480	1,300,000	2,900,000	2,021,413

			Additions including Construction in Progress					
No	Project Name	Total Project Cost	2013-14 and Before	2014-15	2015-16	2016-17	2017-18	2018-19
1	Kawartha Trades and Technolgoy Centre	36,193,077	24,468,490	11,724,587				
2	Centre for Alternative Wastewater Treatment	1,769,700	1,611,020	158,680				
3	Student Sports Fields	2,900,000	2,615,000	285,000				
4	Annual Projects	9,669,865		1,499,865	2,230,000	2,000,000	1,970,000	1,970,000
5	Annual Projects	2,496,534		1,176,534	330,000	330,000	330,000	330,000
6		-						
Total		53,029,176	28,694,510	14,844,666	2,560,000	2,330,000	2,300,000	2,300,000

Ministry of Training, Colleges and Universities Annual Borrowing Plan for Section 28 of FAA Approval

Sir Sandford Fleming College of Applied Arts and Technology

	Loan Requirements for the Year	Purpose of the Borrowing	Month in Which Financing Will Be Required (MMM-YYYY)	Term of the Proposed Loan	Notes
2013-14 and Before					
2014-15					
2015-16	2,290,594	Kawartha Trades and Technology Capital project	Jun-2015	25	The loan requirement is the portion of funds to be contributed by the institution. This balance may change prior to the end of the project
2016-17					
2017-18					
2018-19 and After					
Total	-				

IDENTIFICATION OF CONTAMINATED SITES
Sir Sandford Fleming College of Applied Arts and Technology

IDENTIFICATION OF CONTAMINATED SITES	Ref No.	Site	Status	Type of Contamination	Estimated Liability	Liability Recorded in Financial Statements? (y/n)	Fiscal Year liability was booked	Expense Booked or Estimated	CFIS Account Code Used
1		McRae Campus	Confirmed as a contaminated site	Petroleum hydrocarbon in ground	385,000	385,000	2013/14	385,000	54180
2									