



# APPROVED BUDGET | 2012-2013



**A Presentation to the Board of Governors**  
**April 2012**

**ALGONQUIN**  
COLLEGE

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## **President's Budget Overview**

I am pleased to once again present to the Board of Governors a budget which is balanced and aligned with the College's draft Strategic Plan which looks into the future to 2017 and lays out the changes and challenges that this College will be going through to prepare for the transformation in education that will be occurring as we embrace the digital world that surrounds us.

Since last year's budget, the fiscal world has shifted significantly as both the federal and provincial governments have put in place initiatives to address the rising deficits and to return to balanced budgets by 2017. These challenges cannot be minimized however, for the public sector which is bearing most of the weight of the reductions, the upcoming years of fiscal constraint will mean that we will have to find new ways which are more effective and efficient to address the needs of our learners as well as our employees and stakeholders as the demand for post secondary education continues to rise.

In the Treasurer's report, there are details about the impact of the provincial budget on Algonquin however it is clear that for the next five years, there will be little new investment in post secondary education by the province and in a number of areas, the province will actually be withdrawing funding. All of the details have not yet been released therefore we will make further adjustments to the budget as the facts become more certain.

Even though we live in a time of fiscal constraint, there is still inflation and as the government funding model does not reflect inflationary pressures, each year we will have to address that challenge through new alternative revenue sources and cost reductions just to maintain existing services. In this budget, we have already begun the realignment of revenue and expenditures for our funded programs by reducing expenditures to reflect the operating funding model of the province which will have to be maintained into the future. In balance, we will be aggressively pursuing further opportunities in the non funded area which will provide funds for investment in all of the things that are currently not funded through government sources such as technology upgrades, infrastructure improvements, equipment for faculty and staff etc.

As yet, the Ministry of Training, Colleges and Universities has not released its long term plan for post secondary education nor has it approved a new tuition and grant funding model for the years ahead. When that happens, we will bring forward to the Board of Governors further amendments to the Strategic Plan in order to align our directions with those of the government. The government is committed to finding seats for an anticipated 60,000 more post secondary learners over the next five years. In this time of constraint, access will be a challenge that we will have to address with unique solutions involving expansion or retrofitting

of our infrastructure while expanding our online choices as rapidly as possible to accommodate all of the various delivery choice expectations.

This budget and the accompanying Business Plan focus on four major pillars and twelve major goals which will guide the activities of the College as it plans for the future. It must be recognized that, as with any large organization, there are a myriad of other initiatives that are ongoing in support of the overall operations of the College which also must be sustained as we focus on the new directions which position the College for the future. The budget recognizes both necessities and has adequate funds in place to address both sets of needs. It also should be noted that the diversity in the population of learners is increasing as are the needs and expectations, however, we believe that this College is ready for that challenge and that the budget will support the required initiatives to ensure that the needs of the learners are accommodated.

We are entering a new world of education with global competition powered by the use of technology and the Internet which have opened up information and knowledge to anyone, anywhere, anytime. The use of mobile technology is expanding exponentially and with that comes increased demand to engage learners in new ways which reflect their lifestyles and needs which continue to evolve. Faculty are increasingly moving from lecturers to learning guides who facilitate the students' learning journey regardless of the delivery modality chosen.

Our focus on student success is starting to pay dividends as we see retention rates improving which will ultimately lead to improved graduation rates. The government is continuing with its MYAA initiatives and we have added initiatives which support that direction particularly in the area of Aboriginal education. We are also examining all of the services that this College offers (257) to determine what is needed to support student success in the future as the way students want to interact with the College continues to evolve.

As mentioned earlier, we are also expanding our international recruitment, off shore partnership campus projects and language training initiatives as well as our corporate and contract training business as we are seeing an increased interest from the business community in College delivered training as well as Applied Research partnerships. We are also putting in place plans for an integrated health services strategy which will link a new student health services model with our academic health care initiatives including campus business development opportunities which will position the College for the future not only in its integrated approach to this growing area but also in how it can leverage its property assets through partnerships which increase and improve onsite services.

The College will need to increase innovation, entrepreneurship and productivity in order to prosper in these difficult fiscal times but the College is well poised to embrace the challenges that lie ahead and to differentiate itself with programs, services and delivery choices which are aligned with the needs and expectations of the students and clients that we serve.

I want to thank everyone for their understanding and support during these challenging economic times and for the help they provided in developing the budget and making the changes that were necessary to achieve a balanced budget and complete the first phase of our fiscal reform through the realignment of funded programs and services.

Robert Gillett  
President



## Treasurer’s Report of the 2012/13 Budget

The College’s annual budget preparation process has concluded with a budgeted \$1,000,000 net cash flow contribution, the amount mandated by the Board of Governors.

Last year, the College concluded fiscal year 2010/11 with a positive net cash flow contribution (before ‘GAAP Adjustments’ and Expenditures from Internally Restricted Funds) of \$7,927,000 which exceeded the 2010/11 Approved Budget of \$1,000,000 by \$6,927,000. This positive variance was achieved primarily due to the following operational and capital items:

Extraordinary Growth Grant	\$2,682,000
International Education Centre exceeding Approved Budget	1,370,000
College Ancillary Services exceeding Approved Budget	433,000
Various business plan, technology and facilities projects under budget or deferred to next fiscal year	2,237,000

The fiscal year 2011/12 began with the Ontario economy experiencing very modest growth with gross domestic product (GDP) forecasts indicating growth rates lower than national GDP. The 2011 Ontario Budget committed to protect the progress made in education with a promise for 60,000 additional college and university students by 2015/16. The provincial deficit was forecast to be \$16.3 billion at the end of 2011/12 and The Commission on the Reform of Ontario’s Public Services, chaired by Don Drummond, was underway.

The College had several major capital projects underway in 2011/12: the new Perth Campus and Algonquin Centre for Construction Excellence (both opened for the start of the Fall 2011 term) and the new Pembroke Campus and Student Commons facility (both to be opened for the start of Fall 2012 term). The provincial and federal governments have contributed significant funding to the Algonquin Centre for Construction Excellence (ACCE) and Perth facilities. The College managed two capital projects on behalf of the City of Ottawa: a City transit tunnel and pedestrian walkway over Woodroffe Avenue, both integrated with the ACCE. The total value of all of these major capital projects is in excess of \$200 million.

The College continues to move its programs and services in the digital direction, increasing access and quality while achieving greater efficiency of operations. Transforming more programs to a mobile computing format, increasing online course delivery options and offering

more online services require strategic capital investment funding upfront and result in lower operating costs going forward.

The following initiatives are underway to ensure that the College has appropriate resources to deliver on its mission and strategic priorities in a sustainable manner:

- Aligning the College's operating expenditures and revenues within the provincial funding and tuition fee framework. This alignment will ensure that the risk of significant funding reductions is properly mitigated and that there is sufficient capacity to fund strategic investments;
- Reviewing the Drummond Report and investigating recommended opportunities to contain costs such as consolidating back-office functions and establishing shared services with other public sector organizations;
- Strategic Programs and Services Planning Project to enhance program offerings, establish services that support the digital direction and align resources with strategic priorities;
- Value Stream initiatives to re-engineer business processes, identify opportunities for automation, optimize resources and increase value to clients;
- Enhanced efforts to increase international student enrolment and pursue opportunities overseas;
- Increasing online course delivery to provide students with academic programs and services 'anytime, anyplace, anywhere' and accommodate enrolment increases while tempering the demand for physical space;
- Transforming more programs to a mobile computing format to enable students to further leverage technology in education;
- Offering new programs with alternate delivery models that optimize the use of space on evenings and weekends;
- Providing a comprehensive selection of ancillary services that provide affordable and quality goods and services that address student needs while supplementing the College's tuition and operating grant shortfalls; and
- Seeking new business opportunities with local industry to provide education and corporate training services that leverage the assets of the College and provide a sustainable financial contribution to College operations.

## **ASSUMPTIONS**

A number of assumptions were made in the preparation of estimates to be included in the budget. A list of the most significant assumptions for 2012/13 follows:

### **Revenues**

- Grant projections are based on the assumption that the existing College Funding Framework (released in June 2009) for operating and enrolment growth grants will be

extended for a fourth year and will be funded at the same rate as the first 3 years of this model;

- Tuition fees for funded programs were estimated to increase by an average of 4.5% under a one year extension to the existing tuition fee policy for 2012/13;
- Enrolment growth in full-time post secondary programs is projected to increase by 3.5% over 2011/12 enrolment levels due to growth in existing programs, the launch of new programs, and improved retention;
- Colleges will be fully reimbursed for the 30% tuition discount implemented under the Ontario Tuition Grant program;
- The Ministry of Training Colleges and Universities' (MTCU) Rural and Northern Grant will be maintained in 2012/13; and
- The following other non-funded revenue sources will increase to respond to the projected enrolment increases, economic downturn, international opportunities and anticipated market conditions:
  - Contract and Corporate Training,
  - International Tuition and
  - College Ancillary Services

#### Operating Expenditures

- Wage increases for non-bargaining unit staff will not exceed the current range of wage increases in the public sector;
- Faculty collective agreement settlement for September 1, 2012 will not exceed the current range of wage settlements in the public sector;
- The College will augment its existing faculty complement with additional hires to accommodate projected enrolment growth;
- The expansion of College services including food services, peer tutoring, and Centre for Students with Disabilities will require several additional full-time staff;
- Ongoing efforts will be maintained to optimize the use of existing full-time staff and reduce the reliance on part-time staff; and
- Discretionary and non-essential spending will be reduced to ensure that the College resources are appropriately aligned within the Province's funding and tuition fee framework.

#### Funding for Strategic Investment Priorities

Through the alignment of operating revenues and expenditures within the Province's funding and tuition fee framework, the College is able to direct contributions from non-funded activities to strategic investment priorities. Priority setting has been based on investments that are deemed to be 'essential', support the College's strategic directions, renew curriculum and develop new programs, deliver high quality instructional equipment for students, mitigate the risk of physical and technological infrastructure failure, and complete construction of the new Pembroke Campus and the Student Commons.



At the March 12, 2012 Board of Governors meeting, approval was granted to utilize \$23 million of the College Reserve Funds for the new Pembroke Campus. The College portion of the Student Commons facility will be financed through a \$22 million Ontario Financing Authority Loan Facility. A provision to service this debt has been incorporated in the annual budget.

The College is appreciative of the Students' Association contributions towards the following expansion projects:

- \$30,000,000 for the new Student Commons facility;
- \$4,300,000 for the new Pembroke Campus; and
- \$800,000 for the new Perth Campus facility.

These additional funds will enable all three campuses to provide greater service offerings to students.

The College is also appreciative of the many donors that are contributing towards the capital construction costs of the following expansion projects:

- \$7.5 million for the Algonquin College Centre for Construction Excellence
- \$2.5 million for the new Pembroke Campus; and
- \$1 million for the new Perth Campus facility.

The Algonquin College Foundation is reporting that the campaigns have achieved 95% of their campaign target goals at this time.

A provision of \$6 million has been established to fund strategic priorities in 2012/13. Decisions on how these funds will be used for strategic priorities are pending and will be communicated to the Board of Governors at a future date.

#### Expenditures from Internally Restricted Funds

The College has consistently grown its accumulated surplus balance over the past 7 years in the Internally Restricted Fund accounts. These funds are managed and grown to provide resources to fund both short-term requirements and long-term capital expansion plans such as the \$23 million investment in the new Pembroke Campus. Once the 2011/12 financial statements are finalized a proposal will be presented to the Board of Governors to grant approval to use a portion of the Internally Restricted Funds to fund many other strategic and transformational initiatives.

While the Pembroke fundraising campaign is on track to meet its goal, a portion of donor commitments have been made in the form of pledges. These pledges will be converted to cash donations over the next 5 years. To provide the cash flow required to complete this project this year, the College has determined that the best course of action is to establish an internal 'borrowing' from the College's reserve funds (same as was done for Perth and ACCE facilities last year). These borrowed funds will be paid back over the next 5 years as the pledges are converted to cash donations.

## **RISKS**

We believe this budget is reasonable under the circumstances. The following identifies and assesses major risks:

<b>RISK SCHEDULE</b>			
<u>Risk Identification</u>	<u>Impact in 2012/13</u>	<u>Likelihood in 2012/13</u>	<u>Risk Management</u>
Enrolment Less than Projection resulting in Reduced Tuition Fees	Moderate	Low	<ul style="list-style-type: none"> <li>• New Programs</li> <li>• Retention Initiatives</li> <li>• Reduce Direct Expenses</li> <li>• Reduce Planned Contributions to Reserves</li> <li>• Increase Winter Intakes</li> </ul>
Provincial Operating Grants Less than Budgeted	Moderate	Moderate	<ul style="list-style-type: none"> <li>• Reduce Direct Expenses</li> <li>• Review Programs and Services for Efficiencies</li> <li>• Defer Strategic One Time Investments</li> </ul>
Other Revenues Less than Budgeted	High	Moderate	<ul style="list-style-type: none"> <li>• International Initiatives</li> <li>• Contract Training</li> <li>• New Ancillary Services</li> </ul>
Labour Relations	Moderate	Moderate	<ul style="list-style-type: none"> <li>• Monitor Government Actions</li> <li>• Advocate for Additional Government Funding</li> <li>• Budget Provision for Additional Positions</li> <li>• Management of the Arbitration Process and Costs</li> <li>• Faculty Staff Bargaining</li> </ul>
Information Technology Assets and Services – Business Interruption	High	Low	<ul style="list-style-type: none"> <li>• Contingency Accounts Available</li> <li>• Business Continuity/Disaster Recovery Planning</li> </ul>
Facilities Quality and Space Constraints	Moderate	Low	<ul style="list-style-type: none"> <li>• Develop Alternative Growth Strategies</li> <li>• Leverage Use of Technology</li> <li>• New Facilities</li> </ul>

## **BUDGET IMPACT**

The 2012/13 Annual Budget provides adequate resources for programs and services to operate the College and fund initiatives that support the 2012 – 2017 Draft Strategic Plan. In order to produce a balanced budget, a number of budget reduction and expansion initiatives were implemented:

<b>Budget Reductions</b>	<b>Impact</b>
Reductions in Staffing Costs	\$4.1 million in cost reductions after adjusting for growth in the various lines of activity. Nineteen full-time and a number of part-time positions will be eliminated due to adjustments in support areas, program suspensions and through productivity measures.
Elimination of acceptance of credit cards to pay for tuition fees	\$400,000 in cost reduction in 2012/13 with anticipated additional \$400,000 to be realized in 2013/14. Online banking option has been fully implemented to provide alternative payment method to students.
Reductions to Discretionary Accounts such as Travel, Contract Services, Office Supplies, Promotion Expense, Printing and Hospitality	\$5.8 million in cost reductions after adjusting for growth. Reductions were shared and implemented in all areas of the College.

<b>Budget Expansion</b>	<b>Impact</b>
Full-Time Enrolment Increase	\$4.5 million increase in full-time tuition fee revenues and \$2.8 million increase in the Enrolment Growth Grant.
International Education Centre	Increased enrolment resulting in \$650,000 increase in international premium fees and other revenues.
College Ancillary Services	Increased enrolment, new food service operation, renovated retail services and cost containment resulting in \$900,000 increase in overhead support and net contribution.

More specifically, this budget includes provisions for the following program and service improvements:

- Construction of the Pembroke Campus expansion project;
- Construction of the Student Commons;

- Digital college and online learning initiatives;
- Effective academic advising and retention initiatives;
- Provide employees with opportunities for professional development;
- Development of business intelligence capabilities to obtain information to support strategic decision making;
- Additional faculty positions in the Academic area; and
- Additional positions in other areas that support the College's strategic directions.

As was noted earlier, in developing this budget, the College committed to aligning its operating expenditures within the Province's funding and tuition fee framework. This required several adjustments to the budget structure to ensure that all lines of business were treated fairly and that revenue and cost allocations were equitable and reasonably aligned with activity levels. As a result, some of the comparative information from previous annual budgets included in this report varies significantly with the approved budget for 2012/13. Some of the more significant adjustments are:

- The College operates degree programs in collaboration with Carleton University and University of Ottawa. These programs are run as per revenue-sharing and operating contracts with each respective university. Collaborative programs were originally categorized as 'Contract Activity'. However, upon further review, they were deemed to be more appropriately reflected as 'Funded Activity' since there are provincial grants, tuition fees and a Provincial credit associated with the programs. This resulted in \$2.2 million of net contribution being recognized in 'Funded Activity' and moved from 'Contract Activity'.
- To date, the College recognized domestic tuition fees paid by International students under 'Funded Activity' and international student premiums under 'International Education Centre' (IEC). Domestic tuition fees paid by International students will be recognized under IEC going forward in 2012/13 along with the student premiums. This is consistent with most other College reporting practices and presents the revenue realized by IEC in a more appropriate manner. However, many activities undertaken in the Academic Services and support service areas of the College are for the benefit of our international students. Thus, 50% of the IEC tuition and student premiums will be transferred from IEC and recognized under 'Funded Activity'.
- College Ancillary Services has incurred internal chargebacks to 'Funded Activity' for overhead support for a number of years. In 2011/12, these chargebacks were reviewed and updated from an approximate value of \$600,000 to \$1.1 million. In 2012/13, the chargebacks were assessed again to include the College Ancillary Services share of debt servicing and IT support. The total chargeback to 'Funded Activity' is budgeted at \$1.6 million for 2012/13.

Additional details of new initiatives will be included in the College's annual Business Plan.

I would like to conclude by thanking all of those involved for their hard work and ongoing commitment to the College.

Duane McNair

Treasurer and Vice-President, Administration

Impact of the Ontario Budget speech is not reflected in these projections.

(all figures in \$ 000's)

	Annual Budget 2011/2012	Annual Budget 2012/2013	Pro Forma 2013/2014	Pro Forma 2014/2015
<b>Funded Activity/College Operations</b>				
Revenue	\$ 176,147	\$ 190,813	\$ 196,547	\$ 201,630
Expenditures	185,842	190,813	196,547	201,630
Net Cash Flow	(9,695)	-	-	-
<b>Contract Activity</b>				
Revenue	30,810	27,781	29,192	30,068
Expenditures	24,211	23,405	24,720	25,497
Net Cash Flow	6,599	4,376	4,472	4,571
<b>College Ancillary Services</b>				
Revenue	40,245	40,641	41,454	42,283
Expenditures	35,937	36,585	37,657	38,403
Net Cash Flow	4,308	4,056	3,797	3,880
<b>International Education Centre</b>				
Revenue	12,641	16,575	17,685	19,471
Expenditures	5,080	12,032	13,011	14,238
Net Cash Flow	7,561	4,543	4,674	5,233
<b>Strategic Investment Priorities</b>				
Revenue	66,948	48,796	1,885	585
Expenditures	74,721	60,771	13,828	13,269
Net Cash Flow	(7,773)	(11,975)	(11,943)	(12,684)
<b>NET CASH FLOW</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>
Add:				
Capital Assets (net)	44,358	32,974	5,350	5,350
Principal Portion of Debt Payments	1,745	2,053	2,386	2,544
Contributions to Internally Restricted Funds	3,998	2,580	1,080	1,080
Less:				
Loan Proceeds	(33,319)	(23,822)	-	-
Amortization (net)	(6,513)	(7,230)	(8,106)	(8,106)
Change in Vacation, Sick Leave and Post-Employment Benefits	(356)	517	71	51
<b>NET CONTRIBUTION before Internally Restricted Fund Expenditures</b>	<b>\$ 10,913</b>	<b>\$ 8,072</b>	<b>\$ 1,781</b>	<b>\$ 1,918</b>
Expenditures from Internally Restricted Funds *	(9,202)	(4,800)	-	-
<b>NET CONTRIBUTION as per GAAP</b>	<b>\$ 1,711</b>	<b>\$ 3,272</b>	<b>\$ 1,781</b>	<b>\$ 1,918</b>
<b>Net Assets</b>				
Unrestricted	1,000	1,000	1,000	1,000
Investment in Capital Assets	31,541	55,731	55,361	55,149
Vacation, Sick Leave and Post-Employment Benefits	(16,144)	(13,842)	(13,771)	(13,719)
Internally Restricted				
Appropriations	-	-	-	-
Specific Reserves	9,446	8,585	8,981	9,824
General Reserve Funds **	42,794	22,970	24,654	25,888
Interest Rate Swaps	(9,369)	(8,744)	(8,120)	(7,900)
Endowments	15,271	15,871	16,471	17,071
<b>TOTAL NET ASSETS</b>	<b>\$ 74,539</b>	<b>\$ 81,571</b>	<b>\$ 84,576</b>	<b>\$ 87,313</b>

### NOTES:

\* There are \$4,800,000 in Expenditures from Internally Restricted Funds that require "Authority to Spend" in the Annual Budget 2012/2013. In June, additional proposed Expenditures from Internally Restricted Funds will be presented for approval with the 2011/2012 Financial Statements.

\*\* Projected balances reflect the \$23,000,000 drawdown from General Reserve Funds to finance a portion of the construction costs of the new Pembroke Campus which was approved at the March 12, 2012 Board of Governors meeting.

# ALGONQUIN COLLEGE

## STATEMENT OF FINANCIAL POSITION

Impact of the Ontario Budget speech is not reflected in these projections.

(all figures in \$ 000's)

	March 31, 2013 <i>Projected</i>
<b>ASSETS</b>	
<b>Current Assets</b>	
Cash and Short Term Investments	\$ 23,616
Accounts Receivable	21,986
Inventory	2,154
Prepaid Expenses	907
	<b>48,663</b>
<b>Investments</b>	<b>43,204</b>
<b>Endowment Assets</b>	<b>15,871</b>
<b>Capital Assets</b>	<b>284,214</b>
<b>TOTAL ASSETS</b>	<b>\$ 391,952</b>
<b>LIABILITIES AND NET ASSETS</b>	
<b>Current Liabilities</b>	
Accounts Payable and Accrued Liabilities	\$ 26,811
Accrued Salaries and Employee Deductions Payable	10,431
Deferred Revenue	22,068
Current Portion of Long Term Debt	2,386
	<b>61,696</b>
<b>Long Term Debt</b>	<b>62,986</b>
<b>Vacation, Sick Leave and Post-Employment Benefits</b>	<b>13,841</b>
<b>Deferred Capital Contributions</b>	<b>163,114</b>
<b>Interest Rate Swaps</b>	<b>8,744</b>
<b>Net Assets</b>	
Unrestricted	1,000
Investment in Capital Assets	55,731
Vacation, Sick Leave and Post-Employment Benefits	(13,842)
Internally Restricted	31,555
Interest Rate Swaps	(8,744)
Endowment Fund	15,871
	<b>81,571</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$ 391,952</b>

**REVENUE SCHEDULE**

Impact of the Ontario Budget speech is not reflected in these projections.

(all figures in \$ 000's)

	Funded Activity/ College Operations	Contract Activity	College Ancillary Services	International Education Centre	Strategic Investment Priorities	Annual Budget 2012/2013	Annual Budget 2011/2012	Annual Budget 2010/2011
<b>Grants</b>								
Post Secondary Activity	\$ 94,075	\$ -	\$ -	\$ -	\$ -	\$ 94,075	\$ 87,212	\$ 84,050
Capital & Equipment	-	-	-	-	4,785	4,785	8,585	66,999
Apprentice	4,855	-	-	-	-	4,855	4,910	4,741
Flow-Through Student Aid	1,808	-	-	-	-	1,808	1,812	1,800
<b>TOTAL GRANTS</b>	100,738	-	-	-	4,785	105,523	102,519	157,590
<b>Tuition Fees</b>								
Full-Time Post Secondary	50,823	-	-	15,481	-	66,304	61,754	53,293
Full-Time Non-Funded	-	1,787	-	-	-	1,787	1,785	1,922
Part-Time	9,684	2,246	-	-	-	11,930	12,082	11,218
Adult Training	1,643	-	-	-	-	1,643	2,003	1,907
Student IT & Mobile Computing Fees	4,513	-	-	-	-	4,513	3,233	2,830
<b>TOTAL TUITION FEES</b>	66,663	4,033	-	15,481	-	86,177	80,857	71,170
<b>Contract Educational Services</b>								
Provincially Funded Programs	-	8,726	-	-	-	8,726	8,279	7,729
Corporate and Other Programs	3,404	13,342	-	917	-	17,663	18,698	13,266
Grants, Fees and Other Income Associated with Contract Activity	-	1,253	-	-	-	1,253	4,526	3,854
<b>TOTAL CONTRACT EDUCATIONAL SERVICES</b>	3,404	23,321	-	917	-	27,642	31,503	24,849
<b>COLLEGE ANCILLARY SERVICES SALES</b>	-	-	40,551	-	-	40,551	40,083	39,240
<b>Other</b>								
Ontario Financing Authority Loan Proceeds (Student Commons & Pembroke)	-	-	-	-	23,822	23,822	33,319	-
Students' Association Contribution (Student Commons & Pembroke)	-	-	-	-	16,389	16,389	21,844	-
Capital Campaign	-	-	-	-	1,300	1,300	3,200	-
Early Learning Centre	938	-	-	-	-	938	955	1,048
Student Ancillary Fees	4,214	141	-	-	-	4,355	4,016	3,557
Student Services Grant	100	-	-	-	-	100	100	100
Investment Income	1,587	-	-	-	-	1,587	1,387	761
Internal Transfer of International Revenue	6,362	286	-	-	-	6,648	-	-
Miscellaneous	6,807	-	90	177	2,500	9,574	7,008	6,428
<b>TOTAL OTHER</b>	20,008	427	90	177	44,011	64,713	71,829	11,894
<b>TOTAL REVENUE</b>	\$ 190,813	\$ 27,781	\$ 40,641	\$ 16,575	\$ 48,796	\$ 324,606	\$ 326,791	\$ 304,743

Funded Activity/College Operations	\$ 190,813	\$ 176,147	\$ 164,731
Contract Activity	27,781	30,810	24,246
College Ancillary Operations	40,641	40,245	39,387
International Education Centre	16,575	12,641	9,380
Strategic Investment Priorities	48,796	66,948	66,999
<b>Total Revenue</b>	<b>\$ 324,606</b>	<b>\$ 326,791</b>	<b>\$ 304,743</b>



## EXPENDITURES SCHEDULE

Impact of the Ontario Budget speech is not reflected in these projections.

(all figures in \$ 000's)

	Funded Activity/ College Operations	Contract Activity	College Ancillary Services	International Education Centre	Strategic Investment Priorities	Annual Budget 2012/2013	Annual Budget 2011/2012	Annual Budget 2010/2011
<b>Full-Time Salaries &amp; Benefits</b>								
Full-Time Salaries & Benefits - Academic	\$ 60,601	\$ 2,456	\$ -	\$ -	\$ -	\$ 63,057	\$ 60,196	\$ 56,143
Full-Time Salaries & Benefits - Administration	17,631	1,657	1,755	642	-	21,685	20,391	19,457
Full-Time Salaries & Benefits - Support	30,334	2,102	3,901	457	-	36,794	36,082	33,691
<b>Total Full-Time Salaries &amp; Benefits</b>	<b>108,566</b>	<b>6,215</b>	<b>5,656</b>	<b>1,099</b>	<b>-</b>	<b>121,536</b>	<b>116,669</b>	<b>109,291</b>
<b>Other Staff Salaries &amp; Benefits</b>								
Other Staff Salaries & Benefits - Academic	20,083	3,019	-	-	-	23,102	25,188	22,136
Other Staff Salaries & Benefits - Administration	1,487	1,664	205	127	-	3,483	3,313	2,240
Other Staff Salaries & Benefits - Support	4,833	786	2,259	40	-	7,918	7,839	6,704
<b>Total Other Staff Salaries &amp; Benefits</b>	<b>26,403</b>	<b>5,469</b>	<b>2,464</b>	<b>167</b>	<b>-</b>	<b>34,503</b>	<b>36,340</b>	<b>31,080</b>
<b>TOTAL SALARY &amp; BENEFITS</b>	<b>134,969</b>	<b>11,684</b>	<b>8,120</b>	<b>1,266</b>	<b>-</b>	<b>156,039</b>	<b>153,009</b>	<b>140,371</b>
<b>Other Operating</b>								
Mandated Student Aid	4,673	-	-	-	-	4,673	5,017	4,264
Contingencies	6,169	-	-	-	-	6,169	4,536	3,979
Debt Servicing	2,298	-	4,195	-	-	6,493	4,993	4,883
Contract Services	7,727	6,874	1,532	1,985	-	18,118	16,998	14,125
Instructional Supplies & Equipment	3,157	839	-	13	-	4,009	4,131	3,546
Promotion	2,366	360	113	335	-	3,174	3,093	2,750
Software	1,786	35	69	1	-	1,891	2,561	2,243
Building Maintenance & Utilities	9,224	27	1,621	-	-	10,872	9,487	9,370
Flow-Through Student Aid	1,800	-	-	-	-	1,800	1,800	1,800
Cost of Goods Sold	-	-	17,024	-	-	17,024	17,129	17,519
Internal Transfer of International Revenue	-	-	-	6,647	-	6,647	-	-
Other	16,644	3,586	3,911	1,785	-	25,926	28,316	24,081
<b>TOTAL OTHER OPERATING</b>	<b>55,844</b>	<b>11,721</b>	<b>28,465</b>	<b>10,766</b>	<b>-</b>	<b>106,796</b>	<b>98,061</b>	<b>88,560</b>
<b>FUNDING FOR STRATEGIC INVESTMENT PRIORITIES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>60,771</b>	<b>60,771</b>	<b>74,721</b>	<b>74,812</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 190,813</b>	<b>\$ 23,405</b>	<b>\$ 36,585</b>	<b>\$ 12,032</b>	<b>\$ 60,771</b>	<b>\$ 323,606</b>	<b>\$ 325,791</b>	<b>\$ 303,743</b>

Funded Activity/College Operations	\$ 190,813	\$ 185,842	\$ 171,901
Contract Activity	23,405	24,211	18,245
College Ancillary Operations	36,585	35,937	35,139
International Education Centre	12,032	5,080	3,646
Strategic Investment Priorities	60,771	74,721	74,812
<b>Total Expenditures</b>	<b>\$ 323,606</b>	<b>\$ 325,791</b>	<b>\$ 303,743</b>

## FUNDING FOR STRATEGIC INVESTMENT PRIORITIES SCHEDULE

Impact of the Ontario Budget speech is not reflected in these projections.

(all figures in \$ 000's)

	Grants and Fundraising	College Funded	Annual Budget 2012/2013	Annual Budget 2011/2012	Annual Budget 2010/2011
<b>Revenue</b>					
Facilities Renewal Grant	\$ 585	\$ -	\$ 585	\$ 585	\$ 585
College Equipment Renewal Fund Grant	-	-	-	-	700
Strategic Skills Training Capital Investment Program	-	-	-	-	28,000
Knowledge Infrastructure Program	-	-	-	8,000	36,000
Apprenticeship Enhancement Fund Grant	-	-	-	-	1,714
Ontario Financing Authority Loan Proceeds (Student Commons & Pembroke)	-	23,822	23,822	33,319	-
Students' Association Contribution (Student Commons & Pembroke)	16,389	-	16,389	21,844	-
Capital Campaign	1,300	-	1,300	3,200	-
Digital College	3,200	-	3,200	-	-
Enabling Accessibility Fund	1,000	-	1,000	-	-
Other	0	2,500	2,500	-	-
<b>TOTAL REVENUE</b>	<b>22,474</b>	<b>26,322</b>	<b>48,796</b>	<b>66,948</b>	<b>66,999</b>
<b>Expenditures</b>					
<i>Campus Expansion</i>					
Digital College	3,200	-	3,200	-	-
Algonquin Centre for Construction Excellence	-	-	-	10,068	56,000
Perth Campus	-	-	-	1,932	8,000
Pembroke Campus	3,733	15,491	19,224	19,482	-
Student Commons	14,956	10,830	25,786	34,881	-
<i>Total Campus Expansion</i>	<b>21,889</b>	<b>26,321</b>	<b>48,210</b>	<b>66,363</b>	<b>64,000</b>
<i>Other</i>					
College Technologies	-	2,000	2,000	2,000	2,000
College Space & Infrastructure	585	2,000	2,585	2,585	2,585
New Program Initiatives	-	250	250	250	250
Academic & Other Equipment	-	1,513	1,513	1,513	1,513
Business Plan Priorities	-	6,213	6,213	2,010	2,750
Apprenticeship Enhancement Fund	-	-	-	-	1,714
<i>Total Other</i>	<b>585</b>	<b>11,976</b>	<b>12,561</b>	<b>8,358</b>	<b>10,812</b>
<b>TOTAL EXPENDITURES</b>	<b>22,474</b>	<b>38,297</b>	<b>60,771</b>	<b>74,721</b>	<b>74,812</b>
<b>NET CASH FLOW</b>	<b>\$ -</b>	<b>\$ (11,975)</b>	<b>\$ (11,975)</b>	<b>\$ (7,773)</b>	<b>\$ (7,813)</b>

SUMMARY OF FUNDED POSITIONS

	4th Quarter 2011/2012				Position Changes			Annual Budget 2012/2013			
	Admin	Support	Academic	Total	Positions Opened	Positions Closed	Positions Transferred	Admin	Support	Academic	Total
<b>President and Board of Governors</b>											
President's Office	3	-	-	3				3	-	-	3
Total	3	-	-	3	-	-	-	3	-	-	3
<b>Human Resources</b>											
Human Resources	22	2	1	25	-			22	2	1	25
Total	22	2	1	25	-	-	-	22	2	1	25
<b>Administration</b>											
Vice-President's Office	2	-	-	2				2	-	-	2
College Ancillary Services	17	68	-	85	3			18	70	-	88
Finance & Administrative Services	7	28	-	35	1			7	29	-	36
Physical Resources	14	39	-	53				14	39	-	53
Total	40	135	-	175	4	-	-	41	138	-	179
<b>Student Services</b>											
Vice-President's Office	2	-	-	2				2	-	-	2
Student Support Services	7	22	16	45	2			7	23	17	47
Registrar	10	58	-	68	1			10	59	-	69
Total	19	80	16	115	3	-	-	19	82	17	118
<b>Business Development</b>											
Vice-President's Office	3	1	-	4				3	1	-	4
Applied Research & Development	2			2				2			2
Algonquin College Foundation	3	2	-	5				3	2	-	5
Information, Institutional Research and Technology Services	9	66	-	75	1			10	66	-	76
International & Corporate Business Development	9	11	21	41				9	11	21	41
Workforce & Personal Development	2	3	-	5				2	3	-	5
Total	28	83	21	132	1	-	-	29	83	21	133
<b>Academic Services</b>											
Vice-President's Office	12	3	5	20	7		(1)	12	2	12	26
School/College Work Initiative				-			1	-	1	-	1
Faculty of Arts, Media & Design	7	28	107	142				7	28	107	142
School of Business	5	9	81	95				5	9	81	95
School of Hospitality & Tourism	3	9	37	49				3	9	37	49
Faculty of Technology & Trades	8	36	148	192			(24)	6	25	137	168
Algonquin College Heritage Institute				-			24	2	11	11	24
Faculty of Health, Public Safety & Community Studies	8	31	125	164				8	31	125	164
Learning & Teaching Services	5	22	4	31			(1)	5	21	4	30
Mobile Computing				-			1	-	1	-	1
Centre for Continuing and Online Learning	4	17	-	21				4	17	-	21
Algonquin College in the Ottawa Valley	6	27	25	58				6	27	25	58
Total	58	182	532	772	7	-	-	58	182	539	779
<b>Advancement</b>											
Executive Director's Office	3	2	-	5				3	2	-	5
Recruitment	2	6	-	8				2	6	-	8
Marketing Services	2	8	-	10				2	8	-	10
Total	7	16	-	23	-	-	-	7	16	-	23
<b>SUBTOTAL</b>	177	498	570	1,245	15	-	-	179	503	578	1,260
Positions to be Closed in Future						(19)					(19)
<b>COLLEGE TOTAL</b>											1,241

The complement report represents the total number of positions for each of the College's major areas. Not all positions are 100% funded in the budget as some positions are vacant at the start of the year and other positions have a start date projected for other than April 1st.

2012/2013 PROJECTED ENROLMENT vs. 2011/2012 ACTUAL ENROLMENT

FACULTY/SCHOOL	Post Secondary / Post Diploma			Applied Degree			Co-op Diploma Apprenticeship			% Change
	Projected 2012/2013	Actual (unaudited) 2011/2012	Change	Projected 2012/2013	Actual (unaudited) 2011/2012	Change	Projected 2012/2013	Actual (unaudited) 2011/2012	Change	
<b>Arts, Media &amp; Design</b>										
Level 1	2,450	2,509	(59)	31	31	-	-	-		
Returning	3,946	3,858	88	212	234	(22)	-	-		
<b>TOTAL</b>	6,396	6,367	29	243	265	(22)	-	-		
<b>Business</b>										
Level 1	1,843	1,775	68	45	47	(2)	-	-		
Returning	4,861	4,849	12	243	242	1	-	-		
<b>TOTAL</b>	6,704	6,624	80	288	289	(1)	-	-		
<b>Hospitality &amp; Tourism</b>										
Level 1	1,010	968	42	40	40	-	-	-		
Returning	1,602	1,542	60	137	45	92	-	-		
<b>TOTAL</b>	2,612	2,510	102	177	85	92	-	-		
<b>Technology &amp; Trades</b>										
Level 1	2,426	2,219	207	-	-	-	-	-		
Returning	5,011	4,861	150	-	1	(1)	-	-		
<b>TOTAL</b>	7,437	7,080	357	-	1	(1)	-	-		
<b>Health, Public Safety &amp; Community Studies</b>										
Level 1	2,110	2,082	28	-	-	-	-	-		
Returning	4,941	4,728	213	-	-	-	-	-		
<b>TOTAL</b>	7,051	6,810	241	-	-	-	-	-		
<b>Centre for Continuing &amp; Online Learning</b>										
Level 1	268	254	14	-	-	-	-	-		
Returning	281	170	111	-	-	-	-	-		
<b>TOTAL</b>	549	424	125	-	-	-	-	-		
<b>Business Development</b>										
Level 1	33	36	(3)	-	-	-	-	-		
Returning	30	31	(1)	-	-	-	-	-		
<b>TOTAL</b>	63	67	(4)	-	-	-	-	-		
<b>Algonquin College in the Ottawa Valley</b>										
Level 1	494	456	38	-	-	-	20	14	6	
Returning	889	823	66	-	-	-	32	27	5	
<b>TOTAL</b>	1,383	1,279	104	-	-	-	52	41	11	
<b>TOTAL Level 1</b>	10,634	10,299	335	116	118	(2)	20	14	6	3.2%
<b>TOTAL Returning</b>	21,561	20,862	699	592	522	70	32	27	5	3.6%
<b>TOTAL</b>	32,195	31,161	1,034	708	640	68	52	41	11	3.5%

In addition to the above, the budget supports: 2,053 semestered enrolments in the Collaborative Programs; 2,079 semestered enrolments in Full-Time Non-Funded Programs; 49,811 training days in the Adult Training Programs; and 4,241 Seat Purchases in the Apprentice Programs.