

## DRAFT - 2016-17 Business Plan and Budget Timelines

| Retreats/Meetings/Events                       | Date             | Budget Tasks   | Status ✓         |
|--|------------------|--|------------------|
| CBC Meeting                                    | 5-Feb-15         | <ul style="list-style-type: none"> <li>• Budget Principle -Initiatives/Opportunities (I/O) (D.McCutcheon)</li> <li>• Budget Principle 1.05 - Infrastructure Renewal Fund</li> <li>• 2016-17 &amp; 2017-18 Budget Assumptions</li> <li>• DRAFT Business Plan &amp; Budget Timelines</li> </ul>                      | ✓                |
| CBC Meeting                                    | 19-Feb-15        | <ul style="list-style-type: none"> <li>• Budget Principle -Initiatives/Opportunities (I/O) (D.McCutcheon)</li> </ul>   | ✓                |
| PC Meeting                                     | 25-Feb-15        | <ul style="list-style-type: none"> <li>• Budget Directions Scorecard</li> <li>• CBC Feedback on 2015-16 Budget Process</li> </ul>  | ✓                |
| CLC Meeting                                    | 26-Feb-15        | <ul style="list-style-type: none"> <li>• CBC Feedback on 2015-16 Budget Process</li> <li>• Update of Budget Process (Operating &amp; SIP)</li> </ul>   | ✓                |
| CBC Meeting                                    | 5-Mar-15         | <ul style="list-style-type: none"> <li>• BUS Budget compared to Pro-Forma Targets (Funded Activity)</li> <li>• Budget Principle 1.02 – Contingencies</li> </ul>  | ✓                |
| CBC Meeting                                    | 19-Mar-15        | <ul style="list-style-type: none"> <li>• Continue to refine Initial Pro-Forma assumptions for 2016/17</li> </ul>   | ✓                |
| CBC Meeting                                    | 2-Apr-15         | <ul style="list-style-type: none"> <li>• Continue to refine Initial Pro-Forma assumptions for 2016/17</li> <li>• Responsibility Centre Management (RCM) Update</li> </ul>  | ✓                |
| PC Strategic & Business Planning Retreat       | 8-Apr-15         | 2016/17 Business Plan and Strategic Plan development   | ✓                |
| CBC Meeting                                    | 16-Apr-15        | <ul style="list-style-type: none"> <li>• Budget Principle 1.02 - Contingency</li> <li>• Budget Principle 1.08 Strategic Investment Priorities Fund</li> <li>• SIP &amp; New Positions 16/17 process</li> <li>• Budget Solutions - update on progress</li> </ul>  | ✓                |
| CBC/PC Retreat                                 | 22-Apr-15        | <ul style="list-style-type: none"> <li>• Fiscal Challenges 5-Year Outlook</li> <li>• Draft 2016/17 Business Plan &amp; Annual Budget Development</li> <li>• Draft Budget Directions</li> <li>• Draft Budget Principle for Strategic Investment Priorities</li> <li>• CBC Budget update</li> </ul>                  | ✓                |
| CLC Strategic & Business Planning Retreat      | April 29-30 2015 | 2015/16 Business Plan Development  | ✓                |
| <b>CBC Meeting</b>                             | <b>30-Apr-15</b> | <b>CANCELLED DUE TO CLC RETREAT</b>  | <b>CANCELLED</b> |
| CBC Meeting                                    | 14-May-15        | <ul style="list-style-type: none"> <li>• Receive 2016/17 Budget Directions from PC</li> <li>• Emerging Infrastructure Maintenance Strategy (J. Tattersall)</li> <li>• Budget Solutions for Projected Deficit - update</li> <li>• Impact of 2015/16 Ontario budget highlights</li> </ul>                            | ✓                |
| PC Meeting                                     | 20-May-15        | <ul style="list-style-type: none"> <li>• 4th Quarter 2014/15 Business Plan update for June BOG</li> <li>• 4th Quarter 2014/15 Financial Projections &amp; Contingency Report</li> <li>• Budget Principles for PC Approval</li> <li>• PC Approval of Budget Directions and Draft Business Plan (2016-17)</li> </ul> | ✓                |
| CBC Meeting                                    | 28-May-15        | <ul style="list-style-type: none"> <li>• 4th Quarter 2014/15 Business Plan Update for PC June 8th, 2015 (for June BOG)</li> <li>• Year End SIP</li> <li>• 4th Quarter 2014/15 Financial Projections &amp; Contingency Report</li> <li>• Ancillary Pro-forma</li> </ul>   | ✓                |
| Memo to CLC and Budget Administrators/Officers | 4-Jun-15         | <p><b>2015/16</b></p> <ul style="list-style-type: none"> <li>• SIP Memo - 1st Quarter SIP Review Process and template with YTD actuals &amp; post to Finance website</li> </ul> <p><b>2016/17</b></p> <ul style="list-style-type: none"> <li>• Send 2016/17 Business Plan and Budget Timelines</li> </ul>          | ✓                |

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|--|-----------|--|----------|
| BOG Meeting                                    | 8-Jun-15  | <ul style="list-style-type: none"> <li>• 4th Quarter 2014/15 Business Plan Update</li> <li>• 4th Quarter 2014/15 Financial Report &amp; Audited Financial Statements</li> </ul>  | ✓        |
| CBC Meeting                                    | 11-Jun-15 | <ul style="list-style-type: none"> <li>• Budget Solutions for Projected Deficit - update</li> <li>• International Pro-forma</li> </ul>   | ✓        |
| Memo to CLC and Budget Administrators/Officers | 22-Jun-15 | 1st Quarter 2015-16 Budget Review Process  | ✓        |
| CBC Meeting                                    | 25-Jun-15 | CANCELLED  |          |
| Finance Department                             | June      | <ul style="list-style-type: none"> <li>• Request to ITS for BUS Q2 and Budget prep</li> </ul>  | ✓        |
| CBC Meeting                                    | 9-Jul-15  | CANCELLED  |          |
| CBC Meeting                                    | 23-Jul-15 | <p><b>2015/16</b></p> <ul style="list-style-type: none"> <li>• SIP Report - move from July 09</li> </ul>   | ✓        |
| CBC Meeting                                    | 6-Aug-15  | <p><b>2016/17</b></p> <ul style="list-style-type: none"> <li>• Contract Activity Pro-forma</li> <li>• SIP Update</li> </ul>  | ✓        |
| PC Meeting                                     | 19-Aug-15 | <p>2015/16</p> <ul style="list-style-type: none"> <li>• 1st Quarter Strategic Investment Priorities (SIP) Review</li> </ul>  | ✓        |
| CBC Meeting                                    | 20-Aug-15 | <p><b>2015/16</b></p> <ul style="list-style-type: none"> <li>• Review 1st Quarter 2015/16 Financial Report &amp; Contingency Report, recommend to PC</li> </ul> <p><b>2016/17</b></p> <ul style="list-style-type: none"> <li>• 2016/17 Pro-Forma update</li> </ul>   | ✓        |
| PC Meeting                                     | 2-Sep-15  | <p><b>2015/16</b></p> <ul style="list-style-type: none"> <li>• 1st Quarter Financial Report 2015/16 &amp; Contingency Funds Report received for information</li> <li>• Discuss Processes to receive and assess requests for new Full-Time Complement positions, I/O positions</li> <li>• Carry forward Report &amp; Report on Internally Restricted Net Asset Balances</li> </ul>  | ✓        |
| CBC Meeting                                    | 3-Sep-15  | <p><b>2016/17</b></p> <ul style="list-style-type: none"> <li>• Review of Schedule of Rates for Internal Services 2016/17</li> <li>• Submission Process of requests for 2016-17 New Full-Time Complement and I/O Positions</li> <li>• Area Target Setting Process</li> </ul>  | ✓        |
| Memo to CLC and Budget Administrators/Officers | 14-Sep-15 | 2nd Quarter 2015-16 Financial Review Process & Business Utility System (BUS) Directions  | ✓        |
| Memo to CLC and Budget Administrators/Officers | 15-Sep-15 | <p>Send reminders for:</p> <p><b>Process begins for:</b></p> <ul style="list-style-type: none"> <li>• Submission of requests for 2016-17 New Full-Time Complement and I/O Positions</li> <li>• Submission of 2016-17 CSEP Requests</li> </ul> <p>2015/16</p> <ul style="list-style-type: none"> <li>• SIP Memo - 2nd Quarter SIP Review Process and template with YTD actuals &amp; post to Finance website (<b>Q2 SIP requests deadline Oct 8th</b>)</li> </ul> | ✓        |
| Memo to CLC and Budget Administrators/Officers | 22-Sep-15 | <ul style="list-style-type: none"> <li>• Submission of 2016-17 requests for Strategic Investment Priorities Funding (SIP) (<b>2016/17 SIP requests deadline Oct 19th</b>)</li> </ul>   | ✓        |
| Memo to CBC Members                            | TBD       | * Due date for submitting Budget Solutions and Budget Pressures  | TBD      |

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|--|-------------------------------------|---|----------|
| PC Meeting                                     | 16-Sep-15                           | CBC Update to PC: <ul style="list-style-type: none"> <li>• Present 2016/17 Pro-Forma Update</li> <li>• Present Status of identifying 2016/17 budget solutions (while considering implementation of RCM model)</li> </ul>  | ✓        |
| CBC Meeting                                    | 17-Sep-15                           | Budget Solutions discussion   | ✓        |
| PC Meeting                                     | 23-Sep-15                           | <b>2015/16</b> <ul style="list-style-type: none"> <li>• Present 1st Quarter 2015/16 Business Plan reviewed for October BOG</li> </ul>   | ✓        |
| BOG Retreat                                    | 27-28<br>Sep-15                     |   | ✓        |
| CLC and Budget Administrators/Officers         | 29-Sep-15                           | <ul style="list-style-type: none"> <li>• 2016-17 Budget Process and Business Plan &amp; Budget Timelines</li> </ul>   | ✓        |
| CLC and Budget Administrators/Officers         | 8-Oct-15                            | <b>2015/16</b> <ul style="list-style-type: none"> <li>• Deadline for Submission of Q2 requests for Strategic Investment Priorities Funding (SIP) - new projects or changes to current projects</li> </ul>   | ✓        |
| CBC Meeting                                    | 9-Oct-15                            | <b>2016/17</b> <ul style="list-style-type: none"> <li>• Review 2016/17 Pro-Forma updates: 1) Funded Activity &amp; Area Targets, Contract Activity (focus on Corp Training &amp; Foundation)</li> <li>• Budget Pressures (Final Review) - for discussion only</li> </ul>  | ✓        |
| CLC and Budget Administrators/Officers         | 9-Oct-15                            | <b>2015/16</b> <ul style="list-style-type: none"> <li>• Business Utility System (BUS) OPENS for 2nd Quarter</li> </ul>  | ✓        |
| PC/CBC Members                                 | 9-Oct-15                            | <b>2016/17</b> <ul style="list-style-type: none"> <li>• Deadline for Submission of requests for New Full-Time Complement and I/O Positions TENTATIVE</li> </ul>   | ✓        |
| BOG Meeting                                    | 13-Oct-15                           | <b>2015/16</b> <ul style="list-style-type: none"> <li>• Present 1st Quarter Financial Report</li> </ul>   | ✓        |
| CBC Meeting                                    | 16-Oct-15                           | <b>2015/16</b> <ul style="list-style-type: none"> <li>• Present 2nd Quarter SIP Report</li> </ul> <b>2016/17</b> <ul style="list-style-type: none"> <li>• Review of Requests for New Full-Time Complement</li> <li>• Review of Requests for I/O Positions (and develop recommendations to PC - check with Cathy)</li> <li>• Identify capacity in 2016/17 to fund Strategic Investment Priorities</li> </ul> |          |
| CLC and Budget Administrators/Officers         | 19-Oct-15                           | <b>2015/16</b> <ul style="list-style-type: none"> <li>• Business Utility System (BUS) CLOSED for 2nd Quarter</li> </ul>   |          |
| PC/CBC Members                                 | 19-Oct-15                           | <b>2016/17</b> <ul style="list-style-type: none"> <li>• Deadline for Submission of requests for requests for Strategic Investment Priorities Funding (SIP)</li> </ul>   |          |
| CBC/CSIC/CTC                                   | October 20 –<br>November 19<br>2015 | <b>2016/17</b> <ul style="list-style-type: none"> <li>• Review and assessment of requests for SIP Funding</li> </ul>  |          |
| PC Meeting                                     | 21-Oct-15                           | <b>2015/16</b> <ul style="list-style-type: none"> <li>• Present 2nd Quarter SIP Report</li> </ul> <b>2016/17</b> <p>CBC to present:</p> <ul style="list-style-type: none"> <li>• Requests for New Full-Time Complement for approval</li> <li>• Request for I/O Positions for review and approval</li> </ul>   |          |
| Memo to CLC and Budget Administrators/Officers | 22-Oct-15                           | PC SIP Direction  |          |
| CLC Retreat                                    | 22-Oct-15                           | <ul style="list-style-type: none"> <li>• Finalization of 2016/17 Business Plan measures and targets</li> </ul>  |          |

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|--|-----------|--|----------|
| PC Meeting                                     | 22-Oct-15 | <b>2015/16</b> <ul style="list-style-type: none"> <li>• Review Requests I/O Positions (excluding SIP Funded Temp Positions)</li> <li>* Review proposed Budget solutions &amp; Budget Pressures</li> </ul>  |          |
| CBC Meeting                                    | 29-Oct-15 | <ul style="list-style-type: none"> <li>• Review SIP Requests</li> <li>• Balanced Budget due date</li> </ul>  |          |
| PC Meeting                                     | 4-Nov-15  | <ul style="list-style-type: none"> <li>• Present 2016/17 Budget Assumptions &amp; Pro-Forma Update Positions)</li> </ul>   |          |
| Memo to CLC and Budget Administrators/Officers | 4-Nov-15  | Send update on any relevant PC decisions   |          |
| Memo to CLC and Budget Administrators/Officers | 9-Nov-15  | Send: <ul style="list-style-type: none"> <li>* Notification of Budget targets</li> <li>• BUS Opening on November 11 TENTATIVE</li> </ul>   |          |
| CLC and Budget Administrators/Officers         | 11-Nov-15 | <b>2016/17</b> <ul style="list-style-type: none"> <li>• BUS opens TENTATIVE</li> </ul>   |          |
| CBC Meeting                                    | 12-Nov-15 | <b>2015/16</b> <ul style="list-style-type: none"> <li>• Present 2nd Quarter Financial Report 2015/16 and contingency report</li> </ul> Begin review of SIP requests for: <ul style="list-style-type: none"> <li>• Equipment</li> <li>• Program Development</li> <li>• Business Plan Initiatives (excluding CTC and CSIC requests)</li> <li>• I/O and other temporary positions funded from SIP</li> </ul>  |          |
| Memo to CLC and Budget Administrators/Officers | 16-Nov-15 | Notification Memo: Q3 SIP Review Process (Forecast due by December 3, 2014) TENTATIVE  |          |
| PC Meeting                                     | 18-Nov-15 | <b>2015/16</b> <ul style="list-style-type: none"> <li>• 2nd Quarter Financial Report 2015/16 and contingency report</li> </ul> <b>2016/17</b> <ul style="list-style-type: none"> <li>• 2016/17 Budget Assumptions and Pro-Forma Update</li> </ul>  |          |
| Memo to CLC and Budget Administrators/Officers | 20-Nov-15 | Send update on any relevant PC decisions   |          |
| Memo to CLC and Budget Administrators/Officers | 25-Nov-15 | 3rd Quarter 2015-16 Budget Review Process  |          |
| Memo to CLC and Budget Administrators/Officers | 26-Nov-15 | SIP Memo - 3rd Quarter SIP Review Process and template with YTD actuals & post to Finance website  |          |
| CBC Meeting                                    | 27-Nov-15 | <b>2016/17</b> Continue review of SIP requests: <ul style="list-style-type: none"> <li>• Equipment Requests</li> <li>• Program Development Requests</li> <li>• CSEP requests</li> <li>• Business Plan Initiatives (excluding CTC and CSIC requests)</li> <li>• I/O and other temporary positions funded from SIP</li> <li>• CSIC, CTC, &amp; SEMC SIP Requests</li> </ul>  |          |
| PC Meeting                                     | 2-Dec-15  | <b>2015/16</b> <ul style="list-style-type: none"> <li>• 2nd Quarter 2015/16 Business Plan &amp; Financial Projections reviewed for December BOG</li> </ul> Review Strategic Investment Projects (SIP) Requests <ul style="list-style-type: none"> <li>• Equipment Requests</li> <li>• Program Development Requests</li> </ul> Review and approval of SIP requests as recommended by CBC <ul style="list-style-type: none"> <li>• SIP Requests from College Technologies Committee</li> </ul> |          |
| Memo to CLC and Budget Administrators/Officers | 3-Dec-15  | Send update on any relevant PC decisions   |          |

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| Retreats/Meetings/Events                          | Date                     | Budget Tasks  | Status ✓ |
|---|--------------------------|---|----------|
| <b>*SPECIAL PC FOR SIP</b>                        | <b>4-Dec-15</b>          | Review Strategic Investment Projects (SIP) Requests (1 of 3 meetings) <ul style="list-style-type: none"> <li>• Equipment Requests</li> <li>• Program Development Requests</li> </ul>  |          |
| Memo to CLC and Budget Administrators/Officers    | 4-Dec-15                 | Send notification BUS closes on December 8 TENTATIVE  |          |
| CLC and Budget Administrators/Officers            | <b>8-Dec-15<br/>NOON</b> | <b>2016/17</b> <ul style="list-style-type: none"> <li>• BUS closes TENTATIVE</li> </ul>   |          |
| PC Meeting  | 9-Dec-15                 | Review of Strategic Investment Projects (SIP) <ul style="list-style-type: none"> <li>• College Space and Infrastructure Committee requests from CSIC</li> <li>SIP Requests from College Budget Committee</li> <li>• Equipment Requests</li> <li>• New Program Development</li> <li>• Other Initiatives/Opportunities</li> <li>• SIP Requests from College Technologies Committee</li> </ul> |          |
| CBC Meeting                                       | 10-Dec-15                | Review Strategic Investment Projects (SIP)  |          |
| Individual VPs                                    | December 8-11 2015       | Area Budget review by VPs   |          |
| <b>*SPECIAL PC FOR SIP</b>                        | <b>11-Dec-15</b>         | Review Strategic Investment Projects (SIP) Requests (2 of 3 meetings) <ul style="list-style-type: none"> <li>SIP Requests from College Budget Committee</li> <li>• Equipment Requests</li> <li>• New Program Development</li> <li>• Other Initiatives/Opportunities</li> <li>• SIP Requests from College Technologies Committee</li> </ul>  |          |
| BOG Meeting                                       | 14-Dec-15                | <b>2015/16</b> <ul style="list-style-type: none"> <li>• Present 2nd Quarter 2015/16 Business Plan &amp; Financial Projections</li> </ul> <b>2016/17</b> <ul style="list-style-type: none"> <li>• 2016/17 Budget assumptions and Pro-Forma Report</li> </ul>   |          |
| Memo to CLC and Budget Administrators/Officers    | 14-Dec-15                | <b>2015/16</b><br>3rd Quarter Significant Adjustments due back to Finance   |          |
| PC Meeting  | 16-Dec-15                | Review and approval of Strategic Investment Projects (SIP) – all categories <ul style="list-style-type: none"> <li>• Decisions on SIP Allocations</li> </ul> <b>Finalization of SIP Approvals</b>   |          |
| CBC Meeting Extra                                 | 17-Dec-15                | <b>2015/16</b> <ul style="list-style-type: none"> <li>• Present 3rd Quarter SIP Report</li> </ul> <b>2016/17</b> <ul style="list-style-type: none"> <li>• Finalization of SIP Request Approvals</li> </ul>  |          |
| <b>*SPECIAL PC FOR SIP</b>                        | <b>18-Dec-15</b>         | Review Strategic Investment Projects (SIP) Requests (3 of 3 meetings) <ul style="list-style-type: none"> <li>• Decisions on SIP Allocations</li> <li>• Finalization of SIP Approvals</li> </ul>   |          |
| Memo to CLC and Budget Administrators/Officers    | 18-Dec-15                | Send update on any relevant PC decisions  |          |
| PC Meeting  | 23-Dec-15                | <b>2015/16</b> <ul style="list-style-type: none"> <li>• Present 3rd Quarter SIP Report</li> </ul>   |          |
| Memo to CLC and Budget Administrators/Officers    | 24-Dec-15                | PC SIP Direction  |          |
| Finance & Administrative Services and Advancement | January 2016             | Prepare 2016/17 Business Plan and Budget Document (Booklet)   |          |

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| Retreats/Meetings/Events | Date                        | Budget Tasks   | Status ✓ |
|--------------------------|-----------------------------|--|----------|
| CBC Meeting              | 7-Jan-16                    | Place holder for bi-weekly meetings  |          |
| PC Meeting               | January<br>20 or 27<br>2016 | <b>2015/16</b> <ul style="list-style-type: none"> <li>• Present 3rd Quarter 2015/16 Business Plan Update</li> <li>• Present 3rd Quarter Financial Report 2015/16 and contingency report</li> </ul> <b>2016/17</b> <ul style="list-style-type: none"> <li>• Present 2016/17 Business Plan and Budget document for approval</li> </ul> |          |
| CBC Meeting              | 21-Jan-16                   | <b>2015/16</b> <ul style="list-style-type: none"> <li>• Present 3rd Quarter Financial Report 2015/16 and contingency report</li> </ul>   |          |
| BOG Retreat              | 1-Feb-16                    |  |          |
| BOG Meeting              | 1-Feb-16                    | <b>2015/16</b> <ul style="list-style-type: none"> <li>• 3rd Quarter 2015/16 Business Plan and Financial Projections</li> </ul> <b>2016/17</b> <ul style="list-style-type: none"> <li>• 2016/17 Business Plan &amp; Annual Budget for approval</li> </ul>   |          |