

APPROVED BUDGET 2009 – 2010

**A Presentation to
the Board of Governors**

APRIL 2009



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PRESIDENT'S BUDGET OVERVIEW

I am pleased to present to the Board of Governors a balanced budget for the fiscal year 2009/2010 which will support the College in achieving a number of important goals including its overall transformation to better address student learning needs both now and in the future.

The College system is in the final year of the Reaching Higher Plan from the Ontario government and is anxiously awaiting the announcement of a new funding formula for 2010/2011 and beyond. The limited funding provided in the final two years of the Reaching Higher Plan has been challenging and it has been the special year end allocations which have allowed the majority of colleges to survive without massive reductions or budget deficits. Special one-time allocations are helpful in dealing with one-time, non-recurring items but the greatest challenge is the lack of base budget funding to deal with the ongoing operations and capital infrastructure of the College.

We commend the Liberal government for their efforts to improve funding for post secondary education in Ontario; however, there remains much more to be done as Ontario is still the lowest of all the provinces in its funding for colleges. We are also awaiting the decisions from the federal and provincial governments on the stimulus package announcements regarding capital infrastructure as, if approved, they could have a direct positive influence on the 2009/2010 budget and beyond in terms of the buildings and maintenance required by this College.

The main focus of the College continues to be on Student Success and there are a number of specific initiatives supported in this budget in the areas of retention, student services, additional personnel, professional development and improved facilities and technology which should ameliorate some of our most challenging circumstances. Given the ongoing expansion of the College as well as the increasing need to serve a very different clientele, the College has embarked on a transformation initiative which, over the next four years, will fundamentally alter the way the College does business as it focuses its efforts on access, student demand, retention, improved graduation and KPI rates. This transformation aligns with the vision in the approved Strategic Plan and sets out a number of core objectives and a myriad of initiatives in thirteen areas which are noted on the attached graphic.

In order to maintain system share which is currently 8%, Algonquin must continue to grow at a pace similar to the Greater Toronto Area colleges. More importantly, in order that Ottawa, the region and Ontario have the skilled workforce for tomorrow, the College must expand to serve the learning needs of this community and around the world and give the opportunity for high school graduates as well as mature students to get the programs and training they need for successful careers. In this budget, support is provided for expansion in both post secondary and apprenticeship as well as across our training endeavours.

In these times of economic uncertainty, one of the best investments governments and individuals can make is in education and training as Ontario and Canada will need skilled workers when we move out of the recession. The College has opened its doors as wide as possible and anticipates an enrolment increase of over 9% this year utilizing a variety of new delivery alternatives that will maximize the capital infrastructure of the College and will begin the journey to create a Virtual College to serve a niche population which is demanding that kind of service. Students today embrace both technology and the social technologies as an intricate part of their lives. Education institutions that have embraced the technological revolution in their business models are proving to be highly successful and a major competitive force. The Apollo Group, which includes Phoenix University and Meritus University, now have annual revenues of over \$3 billion and a growth rate of 12% by focusing their efforts on the non traditional student, primarily through online learning. As every population projection indicates a decline coming in the direct high school population, it is incumbent on the College to begin to adjust its business model to be more responsive to the non traditional learner than it has been in the past and to capitalize on the potential of that market. Our efforts to create a virtual college will go a long way in that regard.

We are realigning our Business Development area to respond directly to the training needs of our local business community with specifically designed, just in time, programs and services to meet their needs. We are continuing with plans for expansion in International Education, both at the College and abroad, as we forge new partnerships in a number of countries.

In preparation for the transformation, we will be reviewing all of our programs and services this year, both corporate and academic, to determine if we have the right mix of programs and services to meet the demands of our students, both now and into the future. A report will be provided to the Board of Governors in the late fall summarizing the results of this initiative and making recommendations for change which will be incorporated into the 2011/2012 budget.

I believe that Algonquin College will be strongly positioned with these initiatives to embrace the challenges that lie ahead and provide even better learning and teaching opportunities to all of the communities that we serve.

I commend the work of the members of the President's Executive Committee and all of the College staff who committed long hours through times of great uncertainty to develop this budget which is truly positive in what it will accomplish and one which the Board of Governors can be proud of particularly in these economic times.

I recommend the budget to the Board of Governors for approval.

Robert C. Gillett
President

Program Mix

- ❖ Program Review
- ❖ WFU Factor
- ❖ Profitability
- ❖ Demand
- ❖ Unique Choices
- ❖ Interaction with CE
- ❖ Apprenticeship
- ❖ Graduate Certificates
- ❖ Degrees
- ❖ Training Needs of Industry
- ❖ Tuition Short
- ❖ Non-Credit Offerings
- ❖ Funding Model Optimization
- ❖ Space Challenges & Dedicated Space
- ❖ Bill 90 Opportunities/Risks
- ❖ Online Partners
- ❖ University Partners
- ❖ Skilling for University Graduates
- ❖ International Needs
- ❖ Non Credit -> Credit Opportunities

Academic Area

- ❖ Demand Driven Program Mix
- ❖ Improved Retention
- ❖ Improved Graduation Rate
- ❖ Dealing with Underperforming Faculty
- ❖ Aligning Performance Evaluations
- ❖ Virtual College/Cloud
- ❖ New/Expanded Delivery Modalities:
 - Evening
 - Weekend
 - Summer
 - Virtual
- ❖ Program Review
- ❖ Creating the Algonquin Experience
- ❖ Fostering Innovation
- ❖ Branding/Polytechnic
- ❖ KPI Enhancement and Evaluation
- ❖ Enrolment Management
- ❖ Aligning Enrolment with Funding

Human Resources

- ❖ Productivity
- ❖ Faculty/Staff Evaluation
- ❖ Human Resources Plan
- ❖ Labour Relations
- ❖ Bill 90
- ❖ Telecommuting
- ❖ Monitoring Part Time Usage
- ❖ Automating H.R. Processes

Capital Plans

- ❖ EDCTBS
- ❖ Perth
- ❖ Pembroke
- ❖ Space & Infrastructure Enhancements
- ❖ Expansion Advocacy
- ❖ Campus Development Plan
- ❖ Planning & Design
- ❖ Leasing Options
- ❖ Swing Space
- ❖ Virtual vs. Fixed

Marketing

- ❖ Web Based (Web 2)
- ❖ Social Technologies
- ❖ Theatres (Commercials) (SLCs)
- ❖ TV
- ❖ Alumni
- ❖ Sponsorships
- ❖ Site Signage
- ❖ New Look
- ❖ Virtual Campus/Cloud
- ❖ Google Ranking
- ❖ Sports Events
- ❖ Video in the College
- ❖ You Tube Demos
- ❖ Contests
- ❖ Billboards
- ❖ CE Discounts
- ❖ CE Non Credit
 - Woman's Program
 - Seniors
 - Wine Tours
- ❖ Business Breakfasts
- ❖ Topic Forums
- ❖ New Theme
- ❖ Skills Centre
- ❖ Online Parent Guidance
- ❖ School Shows
 - Wine Night
 - Gaming Night
 - Health Night
 - Police Night

Recruitment

- ❖ Personalized Material
- ❖ Utilizing Web2
- ❖ Social Technologies
- ❖ Tracking Mechanisms
- ❖ Partnerships
- ❖ School (HS) Ambassador
- ❖ Alumni Assistant
- ❖ Sports Figures
- ❖ Concerts

Engagement/Retention

- ❖ Dealing with Low Performance Faculty/Staff
- ❖ Advanced Warning System
- ❖ Focusing Success Specialists
- ❖ Highlighting Best Practices of Faculty
- ❖ Aligning Support Services
- ❖ Credit Recovery
- ❖ Student Profiling
- ❖ Faculty Evaluation
- ❖ Coordinators Role
- ❖ Success Centre for Students
- ❖ Engaging the External Community
- ❖ P.D./Training for Faculty and Staff

Alternative Deliveries

- ❖ Virtual Delivery
- ❖ IT Support
- ❖ Weekend Programs
- ❖ Double Summer
- ❖ Better Timetables
- ❖ Faculty Time Choices
- ❖ Off Site Delivery
- ❖ Second Career
- ❖ Just-in-time Training Delivery
- ❖ International Off Shore Development

The Algonquin Experience

Capacity

- ❖ Increasing Enrolment
- ❖ Non Growth Option
- ❖ Space Challenges/Solution

Demand

- ❖ Applied Research Expansion
- ❖ Apprenticeship

Delivery

- ❖ Online Learning
- ❖ Hybrid
- ❖ Virtual
- ❖ Inter-professional Education
- ❖ College to the World
- ❖ Environmental Responsibility

Programming

- ❖ Formalizing the Process

Defining the Algonquin Experience

1. Integrated
2. Experiential
3. Technologically Advanced
4. Connected
5. Global
6. Green
7. Flexible

The Transformation 2009-2013

Moving from Traditional → Transitional → Transformational

Single Driving Goal: **STUDENT SUCCESS**

<p style="margin: 0;">Increased Enrolment</p> <p style="margin: 0;">Demand Driven</p> <p style="margin: 0;">Fast, Flexible, Responsive</p> <p style="margin: 0;">Much More Efficient</p> <p style="margin: 0;">New Revenues</p> <p style="margin: 0;">Greater Productivity</p> <p style="margin: 0;">Top Quartile KPIs</p> <p style="margin: 0;">Graduate Rate of 70%</p>	<p style="margin: 0;">Centre of Innovation</p> <p style="margin: 0;">Education Technology Leader</p> <p style="margin: 0;">Leader in Data Integration</p> <p style="margin: 0;">Aligned & Integrated with Industry</p> <p style="margin: 0;">Key Developer of Its People</p> <p style="margin: 0;">Best Retention in the College System</p> <p style="margin: 0;">Trainer of Choice</p> <p style="margin: 0;">Highest Service Standards</p>
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Alumni

- ❖ New Hire
- ❖ New Engagement
- ❖ Social Technology
- ❖ Data Upgrade
- ❖ Online News
- ❖ Celebrations
- ❖ Alumni Management
- ❖ Assistance with Marketing

Administration

- ❖ New Funding Model
- ❖ Capital Development (5 Year Plan)
- ❖ Sustainability
- ❖ Corporate Programs/Services Review
- ❖ Cost Reduction Plan
- ❖ Improved IT Services
- ❖ Retail Strategy
- ❖ Risk Management
- ❖ Inventory System
- ❖ Disaster Plan
- ❖ Space Transition
- ❖ Cross College Value Stream Initiatives

Student Services

- ❖ Graduate Validation
- ❖ Test Centre Automation
- ❖ One Stop Student Services
- ❖ Service Automation
- ❖ Service Alignment to Alternative Delivery Model
- ❖ Service Standards
- ❖ Residence Services
- ❖ Supporting Retention Strategies
- ❖ Addressing Student Needs with Alternative Delivery Strategies

Business Development

- ❖ International Expansion
- ❖ New Training Initiatives
- ❖ 2nd Rental of Space
- ❖ Expanded Corporate/Contract Training
- ❖ Expanded Apprenticeship
- ❖ Just In Time Training for Trades
- ❖ Business/Employers Integration
- ❖ Capital Fundraising
- ❖ Expanded CE Operation
- ❖ Second Career



TREASURER'S REPORT TO THE 2009/2010 BUDGET

This year's draft budget has resulted in a positive net cash flow contribution of approximately \$1,060,000 as compared to \$641,000 budgeted for 2008/2009.

The fiscal year 2008/2009 began with the effect of the credit crisis starting to impact the economy and financial markets. Leading economic indicators, such as stock market indices, provided signs of an impending recession. The market value of the College's endowment fund dropped as much as 25% from the start of the fiscal year and the province's manufacturing sector began to shed jobs. This led to provincial government reports of decreased corporate tax revenues and advice from the Ministry of Training, Colleges and Universities (MTCU) for colleges to "exercise restraint" when planning for 2009/2010.

Algonquin College faces many challenges in planning for the upcoming years. Under the existing funding framework, the dramatic enrolment growth of the Greater Toronto Area colleges is dampening the funding impact of Algonquin's growth in weighted funding units. Ontario continues to provide colleges the least funding per student in the country. Increasing demands for new technology and inflationary pressures that exceed grant increases and allowable tuition increases force the College to constantly work to contain costs, become more efficient and generate additional other revenues while maintaining and improving quality programs .

Uncertainties in future funding levels plagued the budget process. This uncertainty was compounded in February 2009 when the College was provided with an update on 2008/2009 funding that disclosed the following points:

- \$1million would be "clawed back" from the College due to an overpayment in 2007/2008 related to actual enrolment growth falling short of MTCU's projection and inadequate growth funding for the College system; and
- inadequate growth funding from MTCU for 2008/2009 would also result in an additional \$3.5 million funding reduction.

With the increasing risk of inadequate funding for 2009/2010, the College undertook an exercise to re-engineer business processes, contain costs, create new programs and intakes, and enhance revenues. In addition, the Ontario Budget recently re-affirmed the Province's commitment to their "Reaching Higher" plan and a College funding increase in 2009/2010. A detailed announcement of the provincial budget's impact for the colleges has not yet been provided. We have calculated a conservative estimate of a \$3 million increase for 2009/2010.

The budget figures reflect:

- government grant announcements to date, including the estimated impact of funding announced in the March 2009 Provincial Budget;
- optimizing the MTCU existing tuition fee policies;
- a 9% growth increase in full-time post-secondary enrolment;
- reasonable provisions for inflation;
- capital spending to match announced capital grants, to provide for normal historical provisions and for the Environmental Demonstration Center for Construction Trades and Building Sciences;
- a \$3 million provision to carry the anticipated debt servicing obligations for the Perth and Pembroke campus expansion projects (this \$3 million unspent budget provision will be added to the College's Reserve Funds to reduce the amount needed to be borrowed).

ASSUMPTIONS

A number of assumptions must be made in the preparation of estimates to be included in the budget. A list of the most significant assumptions for 2009/2010 follows:

Revenues

- grant projections are based on the assumption that the College will earn the provincial government projected system share of the General Purpose Operating Grant and the Quality Improvement Funds;
- tuition fees for funded programs are estimated to increase by an average of 5% in accordance with the MTCU's existing tuition fee policy;
- enrolment growth in full-time post-secondary programs is projected to increase by 9% over 2008/2009 enrolment levels due to growth in existing programs, the launch of new programs, and improved retention; and
- the following other revenue sources have increased to respond to the projected enrolment increases, economic downturn, international opportunities and anticipated market conditions:
 - College Ancillary Services
 - Contract and Corporate Training
 - International tuition and contract revenues

Operating Expenditures

The majority of operating expenditures have been increased for inflation. Provisions have been made for increased costs in revenue generating areas and areas impacted by extended service hours such as:

- Academic Services;
- Student Services;
- Information Technology Services;
- Physical Resources; and
- College Ancillary Services.

In addition, provisions have been made to fund other priority initiatives:

- full-time teaching positions;
- leadership and professional development of staff and faculty;
- stewardship of donations to the Foundation; and
- recruitment of domestic and international students.

Funding for Strategic Priorities

Priority setting has been based on investments that maintain or enhance quality, support the College's transformation initiatives, renew curriculum and develop new programs, deliver high quality instructional equipment for students and begin construction on the Environmental Demonstration Centre for Construction Trades and Building Sciences.

Although the College has not been advised of any capital project stimulus funding at the time of budget preparation, the College has provided both the Federal and Provincial governments with the capital project applications for projects eligible for this funding. Once this program is announced an initial report will be brought to the Board of Governors to review the College's development plan.

Work continues on the planning and development of the Perth campus re-building and expansion project and the re-location of the Algonquin College in the Ottawa Valley Pembroke campus.

Expenditures from Internally Restricted Funds

The College has consistently grown its accumulated surplus balance over the past four 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. The anticipated 2008/2009 year-end surplus and unspent portion of the 2007/2008 Internally Restricted Fund balances are sufficient to recommend the expenditures listed on the Appropriations and Specific Reserves Schedule for 2009/2010. These proposed expenditures will fund many of the College's strategic and transformational initiatives such as:

- delivering high quality facilities;
- improving retention;
- employee development;
- innovation;
- educational technology; and
- developing new programs.

RISKS

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

RISK SCHEDULE			
<u>Risk Identification</u>	<u>Impact in 2009/2010</u>	<u>Likelihood in 2009/2010</u>	<u>Risk Management</u>
Enrolment Less than Projection resulting in Reduced: <ul style="list-style-type: none"> • Tuition Fees • Enrolment Growth Funding 	Moderate	Moderate	<ul style="list-style-type: none"> • New Programs • Retention Initiatives • Reduce Direct Expenses • Reduce Planned Contributions to Reserves • Increase Winter Intakes
Provincial Operating Grants Less than Budgeted	Moderate	Moderate	<ul style="list-style-type: none"> • Achieve Greatest Growth Possible in Weighted Funding Units • Review Programs and Services for Efficiencies • Advocacy
Other Revenues Less than Budgeted	Moderate	Moderate	<ul style="list-style-type: none"> • New Corporate Training Initiatives • Additional International Recruiter • Second Career Initiatives
Labour Relations	High	Low	<ul style="list-style-type: none"> • Monitor Government Actions • Advocate for additional Government Funding • Budget Provision for Additional Positions • Management of the Arbitration Process and Costs
Economic Downturn	Moderate	High	<ul style="list-style-type: none"> • Pursue New Opportunities for Re-training Unemployed • Cost Containment
Facilities Quality and Space Constraints	Moderate	Moderate	<ul style="list-style-type: none"> • Develop Alternative Growth Strategies • Leverage Use of Technology • \$2 million Budgeted in Facilities Renewal • EDCCTBS Expansion

BUDGET IMPACT

The 2009/2010 Annual Budget provides adequate resources to staff all programs and services, operate the College and fund initiatives that support the 2008 – 2013 Strategic Plan. More specifically, this budget includes provisions for the following program and service improvements:

- Construction of the Environmental Demonstration Centre of Construction Trades and Building Sciences;
- Virtual campus and online learning initiatives;
- Effective academic advising and retention initiatives;
- Provide employees with opportunities for professional development;
- Additional positions in the Academic Services area for faculty, support and administrative staff;
- Additional positions in other areas that support the College's priorities;
- High-quality and clean facilities; and
- Achieve the Board of Governors target of a \$1 million net cash flow contribution.

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.

Robert Letourneau
Vice-President, Administration



PRO FORMA SUMMARY

(all figures in \$ 000's)

	Annual Budget 2008/2009	Annual Budget 2009/2010	Pro Forma 2010/2011	Pro Forma 2011/2012
Revenue	\$ 215,225	\$ 237,445	\$ 262,396	\$ 240,970
Operating Expenditures	202,898	220,423	230,755	240,204
Funding for Strategic Priorities	11,686	15,962	41,663	33,280
NET CASH FLOW	\$ 641	\$ 1,060	\$ (10,022)	\$ (32,514)
Add:				
Capital Assets (net)	5,400	2,754	9,890	32,320
Principal Portion of Debt Payments	1,436	1,583	1,636	1,747
Contributions to Internally Restricted Funds	-	3,943	3,980	2,498
Less:				
Amortization (net)	(6,150)	(6,088)	(5,899)	(6,585)
Increase in Vacation, Sick Leave and Post-Employment Benefits	(296)	(637)	(691)	(749)
NET CONTRIBUTION before Internally Restricted Fund Expenditures	\$ 1,031	\$ 2,615	\$ (1,106)	\$ (3,283)
Expenditures from Internally Restricted Funds	(13,349)	(8,881)	-	-
NET CONTRIBUTION as per GAAP	\$ (12,318)	\$ (6,266)	\$ (1,106)	\$ (3,283)
Net Assets				
Unrestricted	1,000	1,000	1,000	(9,973)
Investment in Capital Assets	24,686	20,768	26,395	53,877
Vacation, Sick Leave and Post-Employment Benefits	(15,365)	(16,608)	(17,299)	(18,048)
Internally Restricted				
Appropriations	-	-	-	-
Specific Reserves	-	3,185	4,165	5,163
General Reserves	22,600	29,202	22,180	2,139
Interest Rate Swaps	(9,390)	(16,170)	(15,272)	(14,374)
Endowments	9,044	10,097	11,097	12,097
TOTAL NET ASSETS	\$ 32,575	\$ 31,474	\$ 32,266	\$ 30,881

NOTE: Due to the current uncertainty in funding levels, construction costs for the Perth and Pembroke expansion projects have not been included in this pro forma report to date. Once the Provincial and/or Federal governments announce stimulus funding packages an updated pro forma report will be prepared that reflects the anticipated amount of government funding and debt proceeds.



SUMMARY OF ANNUAL BUDGET

(all figures in \$ 000's)

	<u>College Operations</u>	<u>College Ancillary Services</u>	<u>International Education Centre</u>	<u>Annual Budget 2009/2010</u>	<u>Annual Budget 2008/2009</u>	<u>Annual Budget 2007/2008</u>
Revenue						
Government Grants	\$ 101,451	\$ -	\$ -	\$ 101,451	\$ 96,061	\$ 94,656
Tuition Fees	57,149	-	-	57,149	50,529	46,395
Other Revenues	34,143	-	-	34,143	27,099	25,114
College Ancillary Services	-	36,344	-	36,344	34,645	33,030
International Education Centre	-	-	8,358	8,358	6,891	6,806
TOTAL REVENUE	192,743	36,344	8,358	237,445	215,225	206,001
Expenditures						
Full-Time Salaries & Benefits	98,360	-	-	98,360	95,428	88,336
Other Staff Salaries & Benefits	27,753	-	-	27,753	23,415	22,094
Other Operating	57,963	-	-	57,963	49,343	44,152
Funding for Strategic Priorities	15,962	-	-	15,962	11,686	16,250
College Ancillary Services	-	33,021	-	33,021	31,866	30,587
International Education Centre	-	-	3,326	3,326	2,846	2,709
TOTAL EXPENDITURES	200,038	33,021	3,326	236,385	214,584	204,128
NET CASH FLOW	(7,295)	3,323	5,032	1,060	641	1,873
GAAP Adjustments						
Add:						
Capital Assets (net)	-	-	-	2,754	5,400	4,585
Principal Portion of Debt Payments	-	-	-	1,583	1,436	1,612
Contributions to Internally Restricted Funds	-	-	-	3,943	-	-
Less:						
Amortization (net)	-	-	-	(6,088)	(6,150)	(6,150)
Increase in Vacation, Sick Leave and Post-Employment Benefits	-	-	-	(637)	(296)	(445)
NET CONTRIBUTION before Internally Restricted Fund Expenditures	\$ (7,295)	\$ 3,323	\$ 5,032	\$ 2,615	\$ 1,031	\$ 1,475



REVENUE SCHEDULE

(all figures in \$ 000's)

	<u>College Operations</u>	<u>College Ancillary Services</u>	<u>International Education Centre</u>	<u>Annual Budget 2009/2010</u>	<u>Annual Budget 2008/2009</u>	<u>Annual Budget 2007/2008</u>
Provincial Grants						
Post Secondary Activity Grants	\$ 96,327	\$ -	\$ -	\$ 96,327	\$ 91,702	\$ 90,548
Apprentice	<u>5,124</u>	<u>-</u>	<u>-</u>	5,124	4,359	4,108
TOTAL PROVINCIAL GRANTS	101,451	-	-	101,451	96,061	94,656
Student Tuition Fees						
Full-Time Post Secondary	39,899	-	-	39,899	35,620	32,383
Full-Time Non-Funded	1,830	-	-	1,830	1,167	1,189
Part-Time	10,806	-	-	10,806	9,714	8,809
Adult Training	1,908	-	-	1,908	1,783	1,745
Student IT and Mobile Computing Fees	<u>2,706</u>	<u>-</u>	<u>-</u>	2,706	2,245	2,269
TOTAL STUDENT TUITION FEES	57,149	-	-	57,149	50,529	46,395
Contract Educational Services						
Provincially Funded Programs	7,320	-	-	7,320	5,565	6,055
Corporate and Other Programs	<u>16,493</u>	<u>-</u>	<u>-</u>	16,493	11,174	7,598
TOTAL CONTRACT EDUCATIONAL SERVICES	23,813	-	-	23,813	16,739	13,653
Other						
Early Learning Centre	978	-	-	978	875	834
Student Ancillary Fees	3,237	-	-	3,237	4,458	4,281
Student Services Grant	100	-	-	100	100	1,616
Investment Income	911	-	-	911	1,761	1,442
Miscellaneous	<u>5,104</u>	<u>-</u>	<u>-</u>	5,104	3,166	3,288
TOTAL OTHER	10,330	-	-	10,330	10,360	11,461
COLLEGE ANCILLARY SERVICES	-	36,344	-	36,344	34,645	33,030
INTERNATIONAL EDUCATION CENTRE	-	-	8,358	8,358	6,891	6,806
TOTAL REVENUE	\$ 192,743	\$ 36,344	\$ 8,358	\$ 237,445	\$ 215,225	\$ 206,001



EXPENDITURES SCHEDULE

(all figures in \$ 000's)

	<u>College Operations</u>	<u>College Ancillary Services</u>	<u>International Education Centre</u>	<u>Annual Budget 2009/2010</u>	<u>Annual Budget 2008/2009</u>	<u>Annual Budget 2007/2008</u>
Full-Time Salaries & Benefits						
Full-Time Salaries & Benefits - Academic	\$ 54,107	\$ -	\$ -	\$ 54,107	\$ 52,828	\$ 49,436
Full-Time Salaries & Benefits - Administration	16,757	-	-	16,757	15,423	14,631
Full-Time Salaries & Benefits - Support	<u>27,496</u>	<u>-</u>	<u>-</u>	<u>27,496</u>	<u>27,177</u>	<u>24,269</u>
Total Full-Time Salaries & Benefits	<u>98,360</u>	<u>-</u>	<u>-</u>	<u>98,360</u>	<u>95,428</u>	<u>88,336</u>
Other Staff Salaries & Benefits						
Other Staff Salaries & Benefits - Academic	19,782	-	-	19,782	17,252	15,742
Other Staff Salaries & Benefits - Administration	2,447	-	-	2,447	1,502	1,567
Other Staff Salaries & Benefits - Support	<u>5,524</u>	<u>-</u>	<u>-</u>	<u>5,524</u>	<u>4,661</u>	<u>4,785</u>
Total Other Staff Salaries & Benefits	<u>27,753</u>	<u>-</u>	<u>-</u>	<u>27,753</u>	<u>23,415</u>	<u>22,094</u>
TOTAL SALARY & BENEFITS COSTS	126,113	-	-	126,113	118,843	110,430
Other Operating Costs						
Conferences & Courses	699	-	-	699	725	589
Equipment	458	-	-	458	529	621
Furniture	86	-	-	86	67	117
Mandated Student Aid	3,478	-	-	3,478	3,344	3,624
Contingencies	4,606	-	-	4,606	4,464	3,399
Utilities	3,638	-	-	3,638	3,894	3,526
Debt Servicing	920	-	-	920	920	1,007
Other Costs	<u>44,078</u>	<u>-</u>	<u>-</u>	<u>44,078</u>	<u>35,400</u>	<u>31,269</u>
TOTAL OTHER OPERATING COSTS	57,963	-	-	57,963	49,343	44,152
FUNDING FOR STRATEGIC PRIORITIES	15,962	-	-	15,962	11,686	16,250
COLLEGE ANCILLARY SERVICES	-	33,021	-	33,021	31,866	30,587
INTERNATIONAL EDUCATION CENTRE	-	-	3,326	3,326	2,846	2,709
TOTAL EXPENDITURES	\$ 200,038	\$ 33,021	\$ 3,326	\$ 236,385	\$ 214,584	\$ 204,128



FUNDING FOR STRATEGIC PRIORITIES SCHEDULE

(all figures in \$ 000's)

	Grants	College Funded	Annual Budget 2009/2010	Annual Budget 2008/2009	Annual Budget 2007/2008
Revenue					
Facilities Renewal	\$ -	\$ -	\$ -	\$ 5,472	\$ 9,100
College Equipment Renewal Fund	2,710	-	2,710	800	-
MTCU Capital Grant	6,880	-	6,880	-	-
TOTAL REVENUE	9,590	-	9,590	6,272	9,100
Expenditures					
Projects in Consultation with Students	-	-	-	100	1,485
College Technologies Committee	1,319	2,472	3,791	2,503	2,000
College Space & Infrastructure Committee	-	2,000	2,000	3,000	10,200
New Program Initiatives	-	600	600	306	625
Academic & Other Equipment	1,391	300	1,691	1,600	1,500
Business Plan Priorities	-	1,000	1,000	2,177	440
Perth Expansion	-	-	-	2,000	-
Environmental Demonstration Centre for Construction Trades and Building Sciences	6,880	-	6,880	-	-
TOTAL EXPENDITURES	9,590	6,372	15,962	11,686	16,250
NET CONTRIBUTION	\$ -	\$ (6,372)	\$ (6,372)	\$ (5,414)	\$ (7,150)



APPROPRIATIONS AND SPECIFIC RESERVES SCHEDULE

(all figures in \$ 000s)

	Annual Budget 2009/2010	Annual Budget 2008/2009
<p>Appropriations</p> <p>Appropriations: Where a department has been allocated a budget for a specific project or purchase in a fiscal year and that project or purchase was unable to be completed due to circumstances outside the department's control, the department may request that the unspent portion of the budget be appropriated to the next fiscal year.</p>	\$ 1,764	\$ 3,594
<p>Specific Reserves</p> <p>Sustainability 180</p> <p>Education Technology Leader 1,515</p> <p>Highest Service Standards 120</p> <p>Key Developer of its People 458</p> <p>Aligned & Integrated with Industry 21</p> <p>Centre of Innovation 757</p> <p>Top Quartile KPIs 1,365</p> <p>Demand Driven 430</p> <p>Increased Enrolment 282</p> <p>Graduate Rate of 70% 44</p> <p>Best Retention 266</p> <p>Increasing Enrolment 380</p> <p>Improving Services 849</p> <p>Operating Efficiencies 200</p> <p>Generating New Revenues 250</p>		
<p>TOTAL SPECIFIC RESERVES</p> <p>Specific Reserves: Specific Reserves are generally requested by College Departments or Areas for specific, one-time, shorter term (less than 3 years) projects and initiatives. They may be requested in order to comply with Ministry or Contractual covenants or to address specific priorities of a program or service delivery area.</p>	7,117	9,755
<p>TOTAL APPROPRIATIONS AND SPECIFIC RESERVES</p>	\$ 8,881	\$ 13,349



SUMMARY OF FUNDED POSITIONS

	<u>Q4 Total 2008/2009</u>	<u>Current Budget Proposal</u>	<u>Total 2009/2010</u>	<u>Admin</u>	<u>Support</u>	<u>Academic</u>
Human Resources						
Human Resources	18	1	19	19	-	-
Total	18	1	19	19	-	-
Administration						
Office of the Vice-President	2	-	2	2	-	-
College Ancillary Services	81	-	81	18	63	-
Finance and Administrative Services	35	-	35	6	29	-
Information Technology Services	75	-	75	7	68	-
Physical Resources	52	-	52	14	38	-
Total	245	-	245	47	198	-
Student Services						
Financial Aid	11	-	11	2	9	-
Student Support Services	43	-	43	7	20	16
Registrar's Office	51	-	51	8	43	-
Office of the Vice-President	2	-	2	2	-	-
Total	107	-	107	19	72	16
Business Development						
Office of the Vice-President	3	-	3	3	-	-
Algonquin College Foundation	3	1	4	3	1	-
Institutional Research and Planning	2	-	2	2	-	-
International Education Centre	9	1	10	5	5	-
School of Part-time Studies	47	-	47	8	25	14
Corporate and Business Development	4	-	4	2	2	-
Total	68	2	70	23	33	14
Academic Services						
Faculty of Arts, Media and Design	133	1	134	6	28	100
Faculty of Business and Hospitality	131	3	134	7	17	110
Faculty of Technology and Trades	187	2	189	8	36	145
Faculty of Health, Public Safety and Community Studies	155	6	161	8	32	121
Algonquin College in the Ottawa Valley	52	2	54	5	26	23
Learning and Teaching Services	32	-	32	5	21	6
Office of the Vice-President	17	-	17	13	2	2
Total	707	14	721	52	162	507
President and Board of Governors						
President and Board of Governors	3	-	3	3	-	-
Total	3	-	3	3	-	-
Advancement						
College Marketing	16	-	16	4	12	-
Public Relations	9	-	9	3	6	-
Total	25	-	25	7	18	-
COLLEGE TOTAL	1,173	17	1,190	170	483	537

The complement report represents the total number of positions for each of the College's major areas assuming the proposed budget is accepted. 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.



2009/2010 PROJECTED ENROLMENT VS. 2008/2009

FACULTY/SCHOOL	Post Secondary / Post Diploma			Applied Degree			Co-op Diploma Apprenticeship			
	Actual			Actual			Actual			
	Projected 2009/2010	(unaudited) 2008/2009	Change	Projected 2009/2010	(unaudited) 2008/2009	Change	Projected 2009/2010	(unaudited) 2008/2009	Change	
Arts, Media & Design										
Level 1	2,268	2,217	51	40	40	-	-	-		
Returning	3,624	3,230	394	195	200	(5)	-	-		
TOTAL	5,892	5,447	445	235	240	(5)	-	-		
Business & Hospitality										
Level 1	2,796	2,586	210	38	36	2	-	-		
Returning	6,118	5,525	593	193	170	23	-	-		
TOTAL	8,914	8,111	803	231	206	25	-	-		
Technology & Trades										
Level 1	2,001	1,813	188	-	-	-	23	17	6	
Returning	4,217	3,740	477	31	55	(24)	50	15	35	
TOTAL	6,218	5,553	665	31	55	(24)	73	32	41	
Health, Public Safety & Community Studies										
Level 1	1,930	1,812	118	-	-		-	-		
Returning	4,719	4,416	303	-	-		-	-		
TOTAL	6,649	6,228	421	-	-		-	-		
Part Time Studies										
Level 1	54	63	(9)	-	-		-	-		
Returning	47	26	21	-	-		-	-		
TOTAL	101	89	12	-	-		-	-		
Algonquin College in the Ottawa Valley										
Level 1	426	400	26	-	-		18	16	2	
Returning	834	737	97	-	-		29	26	3	
TOTAL	1,260	1,137	123	-	-		47	42	5	
TOTAL Level 1	9,475	8,891	584	78	76	2	41	33	8	6.6%
TOTAL Returning	19,559	17,674	1,885	419	425	(6)	79	41	38	10.6%
TOTAL	29,034	26,565	2,469	497	501	(4)	120	74	46	9.3%

In addition to the above, the budget supports: 1,594 semestered enrolments in the Collaborative Programs; 1,616 semestered enrolments in Full-Time Non-Funded Programs; 64,968 training days in the Adult Training Programs; and 2,877 Seat Purchases in the Apprentice Programs.