

A L G O N Q U I N C O L L E G E



Approved Budget

2010 – 2011

A Presentation to the Board of Governors
April 2010



Table of Contents

President's Budget Overview	i
Treasurer's Report to the 2010/2011 Budget	iv
Pro Forma Summary	1
Summary of Annual Budget	2
Statement of Financial Position	3
Revenue Schedule	4
Expenditures Schedule.....	5
Funding for Strategic Investment Priorities Schedule	6
Summary of Funded Positions	7
2010/2011 Projected Enrolment vs. 2009/2010	8



President's Budget Overview

I am pleased to present to the Board of Governors a balanced budget for the fiscal year 2010/2011 which is aligned with the Business Plan of the College for the next twelve months as well as with the Strategic and Transformation Plans.

The college system is entering into the new post recession economy which has governments at all levels dealing with deficits which will not be cleared for a number of years. The Government of Ontario, in its Throne Speech, stressed the importance of education and preparing the workforce of tomorrow to be ready for the new economy as skilled knowledge workers who will be required to meet the needs of employers across all sectors. The provincial budget, which was tabled on March 25, 2010, provided colleges with funding for 9,000 additional student spaces in 2010/2011 as well as an expanded Second Career program; however, there was no increase in base operating funding to deal with inflationary pressures nor was there any new capital funding announced. Given the inflationary pressures on the College and the need to support almost one thousand additional students next year and beyond, the College will have to continue reducing its expenditures in order to address that challenge. It is our hope that when the recommendations of the Strategic Programs and Services Planning Project are completed and approved by the Board of Governors, we will have a clear understanding of the initiatives that this College will need to take in order to position itself for the future and address the dual challenges of student demand and fiscal restraint.

In preparing this year's budget, the College recognized that even without the recession, the world of post secondary education was changing rapidly and students were demanding additional delivery modalities and service options which were flexible, not time and geography dependent and which addressed special needs such as services for the disabled, family challenges and retention. Today's students expect colleges to give them the knowledge and skills required by employers and to provide those assets as expeditiously as possible. We see increasing demand for access yet are challenged to accept even one-third of those who apply. We also see rising expectations about the kinds of facilities, equipment, programs and services that will be available and with their new consumer mindset, potential students shop the Internet for institutions which can meet their needs. To meet the needs of our students, we are trying to

invent a college for the 21st century by rethinking how education should be delivered to these digital natives who expect the College to be fully engaged in the digital age and not just replicating what has gone on for the last forty-three years.

Information technology has enabled broad societal change utilizing hardware and software to reach out to people in ways previously unheard of. Private sector institutions, such as the University of Phoenix, have led the way in innovative practices and their growth has been nothing less than spectacular accompanied by positive achievement results. The College has examined all of these challenges and is rapidly initiating its own innovative initiatives to address access, retention, and graduation rates and services for the disabled. To address the access challenges, the College has increased its program offerings and services on evenings, weekends, and summer as well as expanding its online program and service options under the heading of Virtual College which will enable students to get their courses online when and where they want them. This in no way detracts from our commitment to applied education but rather complements it in that space savings from the hybrid and virtual delivery models allow the College to expand its applied spaces particularly in the fifty programs where there is already high demand and limited spaces.

We are beginning phase one of the development of a fully mobile College by 2013 which supports and aligns with the Virtual College initiative. In line with that objective, in this budget there are resources to move away from traditional computer labs to new mobile work centres where students can use their own mobile devices to connect and work in an ambiance more suited to how they work outside of classrooms. Funding is also included to foster faster growth of Hybrid courses as well as to modularize the curriculum to help students repeat particular modules of the curriculum where they were unsuccessful, gain a passing grade and continue with their program.

We believe that the future survival of colleges and universities depends on how quickly they embrace the opportunities provided by new technologies and how they take advantage and embrace the new collaborative environments. As world knowledge continues to double and redouble at an increasingly faster pace, it will be those institutions that embrace open access to all knowledge sources and engage their learners in new learning partnerships where course content is enriched and expanded as the teachers and learners collaborate together that will grow and prosper.

We cannot stop the expansion of the networked world but we can embrace it and leverage the talent of our faculty and staff as well as the intellectual property of this institution to compete locally, nationally and globally with a menu of choices second to none. Innovation and entrepreneurialism are the drivers of this new economy and we believe that we can inculcate those drivers into the culture of the institution and leverage our assets to increase teaching and learning and improve student success in all areas.

This budget focuses on seven priority areas which we believe are foundational to Algonquin's future success. In many areas, there will be multi dimensional outcomes and measures which reflect the complexity of the achievements being sought.

We live in times of great uncertainty and turmoil where educators are educating students for careers that in many cases have not yet been invented. We also know that a sound educational grounding combined with life skills and problem solving capabilities is still the best predictor of future success. We recognize that the social networking technologies are opening up the knowledge of the world to anyone who wants to engage, whether one on one or one with the world. We hope to turn this College into an institution which embraces the uncertainty and fosters dialogue inside and outside of the campus walls.

Difficult times often trigger some of the most momentous changes and foster transformations in record time. We are certainly in challenging economic times; however, we believe that the new directions and initiatives built into this budget will, when brought to fruition, fundamentally change the perception and the reality of Algonquin as a visionary educational leader for the future.

Robert C. Gillett
President



Treasurer's Report to the 2010/2011 Budget

The budget process for this fiscal year 2010/2011 has concluded with a positive net cash flow contribution of approximately \$1,000,000 as compared to \$1,061,000 budgeted for 2009/2010.

A year ago, the College concluded fiscal year 2008/2009 with a positive net cash flow contribution (before 'GAAP Adjustments' and Expenditures from Internally Restricted Funds) of \$12,578,000 which exceed the 2008/2009 Approved Budget of \$641,000 by \$11,937,000. This positive variance was achieved primarily due to the following operational and capital reasons:

Special Contingency Account not utilized	\$1,000,000
Various College Department's Financial Operating Results exceeding Approved Budget	3,363,000
Deferral of Perth Expansion	1,800,000
Business Plan Priorities under budget or not completed	869,000
Various technology and facilities projects under budget or not completed	854,000
College Ancillary Services exceeding Approved Budget	922,000

In addition, the following extraordinary items contributed to the positive variance in 2008/2009:

Unanticipated Year-end Sustainability and Quality Funding	\$2,212,000
---	-------------

The fiscal year 2009/2010 began with a weakened economy and direction from the Province to exercise restraint when preparing business plans for the coming year. The Provincial deficit is expected to exceed \$21 billion as a result of a strained economy, particularly in the manufacturing sector. In times of economic downturn, colleges typically realize an increase in enrolment; 2009/2010 was no exception and Algonquin's enrolment increased by 9% over 2008/2009. Provincial and Federal governments announced significant stimulus funding programs for capital projects across the country. Algonquin is benefitting from these programs as it has received \$9 million for its Perth Campus expansion project and an additional \$35 million for its Algonquin Centre for Construction Excellence (\$35 million had been announced by the Province in 2008/2009 for a total of \$70 million). Ontario colleges averted a potential faculty strike and received a new funding formula. Under this new formula, colleges had been advised to plan for an overall 0% increase in funding in 2010/2011.

Faced with increasing enrolment and inadequate funding to deal with the growth and inflation, Algonquin was once again forced to undertake business process re-engineering, contain costs, and create new programs and intakes and expand non-core activities such as contract training and ancillary services to enhance revenues. The College has undertaken a Strategic Programs and Services Planning Project to align resources with College priorities and identify new opportunities to achieve the College's mission. Final recommendations will not be forthcoming until the Spring of 2010; however, the College was required to implement business process changes and budget reductions prior to these recommendations in order to meet the obligation of producing a balanced budget for 2010/2011.

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 2010/2011 follows:

Revenues

- Grant projections are based on grant announcements to date and our assumptions that the Province will fully fund enrolment growth grants as per the College Funding Framework released in June 2009;
- Tuition fees for funded programs are estimated to increase by an average of 4% under the anticipated tuition fee policy for 2010/2011 (Note: Tuition Fee Policy was released by MTCU after this budget was drafted. An update on the impact of the tuition fee policy will be presented in the First Quarter Financial Report after it has been analyzed);

- Enrolment growth in full-time post-secondary programs is projected to increase by 6% over 2009/2010 enrolment levels due to growth in existing programs, the launch of new programs, 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

Operating Expenditures

The College is in the midst of a complete review of programs and services. Resources are constrained and changes must be made that maximize the use of those resources that are available. Therefore, in this budget, actions are being taken to reduce resource requirements in certain areas and increase resources in other areas of higher priority. There are 14 new positions in the proposed budget to address projected enrolment growth and budget priorities. Eight full-time complement positions were either eliminated or are planned for elimination during the coming fiscal year for a positive net change to full-time complement of six positions (refer to the Summary of Funded Positions on Page 7).

Operating expenditures were reviewed in detail and increases were made to those provisions deemed to be 'essential', in revenue generating areas or in support of the following seven budget priorities for 2010/2011:

- Student Success;
- People;
- Learning;
- Virtual College;
- International;
- Revenue; and
- Business Intelligence.

Funding for Strategic Investment Priorities

Priority setting has been based on investments that are deemed to be 'essential', support the College's seven budget priorities, renew curriculum and develop new programs, deliver high

quality instructional equipment for students and continue construction on the Perth Campus expansion project and the Algonquin Centre for Construction Excellence.

A provision of \$2.75 million has been established to fund business plan priorities in 2010/2011. 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.

The College has submitted borrowing requests to the Ministry of Training, Colleges and Universities in support of the Student Commons and Pembroke Campus expansion projects. The College has not been advised of the status of these borrowing requests to date. Once these approvals are announced, an initial report will be brought to the Board of Governors to review the College's development plans for these two projects. A \$3 million provision to carry the anticipated debt servicing obligations for the Student Commons and Pembroke Campus expansion projects has been maintained in this budget.

Expenditures from Internally Restricted Funds

The College has consistently grown its accumulated surplus balance over the past 5 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. Once the 2009/2010 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 a number of one-time investments to help the College achieve its strategic and transformational initiatives such as:

- Virtual college;
- Mobile learning;
- 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 2010/2011</u>	<u>Likelihood in 2010/2011</u>	<u>Risk Management</u>
Enrolment Less than Projection resulting in Reduced Tuition Fees	Moderate	Low	<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"> • Reduce Direct Expenses • Review Programs and Services for Efficiencies • Advocacy
Other Revenues Less than Budgeted	High	Moderate	<ul style="list-style-type: none"> • New Corporate Training Initiatives • Re-alignment of Part-time Studies • Second Career Initiatives
Labour Relations Challenges	Moderate	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
Facilities Quality and Space Constraints	Moderate	Moderate	<ul style="list-style-type: none"> • Develop Alternative Growth Strategies • Leverage use of Technology • \$1.3 million budgeted in Space Adaptations and Renovations

Each year the College is challenged to prepare a balanced budget by a constrained tuition fee policy, a funding framework that does not keep pace with inflationary pressures and insufficient capital funding to maintain and expand facilities and infrastructure. Algonquin has consistently overcome these challenges by constantly seeking new, innovative ways to deliver on the College mission. The following initiatives are underway to ensure that the budget risks to the College are appropriately mitigated:

- Strategic Programs and Services Planning Project to identify new opportunities to further the College mission and align resources with strategic priorities;
- Value Stream initiatives to re-engineer business processes, 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;
- Offering new programs with alternate delivery models that optimize the use of space on evenings, weekends and summer;
- 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.

BUDGET IMPACT

The 2010/2011 Annual Budget provides adequate resources for programs and services to operate the College and fund initiatives that support the 2008 – 2013 Strategic Plan. In order to produce a balanced budget, a number of budget reduction and expansion initiatives were implemented:

Budget Reductions	Impact
Reductions in Full-time Staffing Costs	\$1.2 million cost reduction. Minimal impact to students; most reductions result from change in business process or organization re-alignment.
Reductions in Part-time Staffing Costs	\$900,000 in cost reduction. Most reductions implemented in support areas where there is not direct student engagement.
Various services reduced or eliminated such as: <ul style="list-style-type: none"> • De-commission of 'dial-up' service to College network • Reduced IT Service Desk Hours • Eliminate some Student Orientation Events and Promotional Items • Facilities Cleaning 	\$350,000 cost reduction. All services were carefully reviewed and only those that would be deemed to have no impact on student success were reduced or eliminated.
Reductions to Discretionary Accounts such as Travel, Product Development, Marketing, Office Supplies, Promotion Expense, Printing and Hospitality	\$2.3 million cost reduction. Reductions were shared and implemented in all areas of the College with minimal impact to any single department.

Budget Expansion	Impact
Full-Time Enrolment Increase	\$4.8 million increase in full-time tuition fee revenues.
International Education Centre	Increased enrolment resulting in increased international premium fees; net contribution increase of \$700,000.
Part-time Studies Enrolment	\$450,000 increase in part-time tuition fee revenues.
College Ancillary Services	Increased revenue and cost containment resulting in \$900,000 increase in net 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 2009/2010	Annual Budget 2010/2011	Pro Forma 2011/2012	Pro Forma 2012/2013
Revenue	\$ 237,445	\$ 304,743	\$ 244,519	\$ 250,649
Operating Expenditures	220,423	228,931	240,779	249,919
Funding for Strategic Investment Priorities *	15,962	74,812	7,945	7,565
NET CASH FLOW	\$ 1,060	\$ 1,000	\$ (4,205)	\$ (6,835)
Add:				
Capital Assets (net)	2,754	3,309	5,350	5,350
Principal Portion of Debt Payments	1,583	1,636	1,745	1,862
Contributions to Internally Restricted Funds	3,943	3,980	3,998	4,017
Less:				
Amortization (net)	(6,088)	(6,034)	(6,212)	(6,212)
Increase in Vacation, Sick Leave and Post-Employment Benefits	(637)	(371)	(417)	(463)
NET CONTRIBUTION before Internally Restricted Fund Expenditures	\$ 2,615	\$ 3,520	\$ 259	\$ (2,281)
Expenditures from Internally Restricted Funds **	(8,881)	(2,183)	-	-
NET CONTRIBUTION as per GAAP	\$ (6,266)	\$ 1,337	\$ 259	\$ (2,281)

Net Assets				
Unrestricted	1,000	1,000	1,000	1,000
Investment in Capital Assets	20,768	24,324	25,207	26,207
Vacation, Sick Leave and Post-Employment Benefits	(16,608)	(16,047)	(16,464)	(16,927)
Internally Restricted				
Appropriations	-	-	-	-
Specific Reserves	3,185	6,287	7,285	8,302
General Reserves	29,202	36,773	35,568	31,733
Interest Rate Swaps	(16,170)	(15,272)	(14,374)	(13,476)
Endowments	10,097	12,000	13,000	14,000
TOTAL NET ASSETS	\$ 31,474	\$ 49,065	\$ 51,222	\$ 50,839

NOTE:

* Due to pending borrowing requests submitted to MTCU, construction costs for the Student Commons and Pembroke expansion projects have not been included in this pro forma report. Once the Province advises whether the borrowing requests are approved, an updated pro forma report will be prepared.

** There are \$2,183,000 in Expenditures from Internally Restricted Funds that require "Authority to Spend" in the Annual Budget 2010/11. In June, additional proposed Expenditures from Internally Restricted Funds will be presented for approval with the 2009/10 Financial Statements.



SUMMARY OF ANNUAL BUDGET

(all figures in \$ 000's)

	College Operations	Contract Activity	College Ancillary Services	International Education Centre	Annual Budget 2010/2011	Annual Budget 2009/2010	Annual Budget 2008/2009
Revenue							
Grants	\$ 157,590	\$ 3,450	\$ -	\$ -	\$ 161,040	\$ 101,451	\$ 96,061
Tuition Fees	62,482	142	-	8,688	71,312	64,538	56,590
Contract Educational Services	-	19,892	-	603	20,495	24,547	16,749
College Ancillary Services Sales	-	-	39,240	-	39,240	36,072	34,461
Other	12,158	262	147	89	12,656	10,837	11,364
TOTAL REVENUE	232,230	23,746	39,387	9,380	304,743	237,445	215,225
Expenditures							
Full-Time Salaries & Benefits	97,062	6,247	4,982	1,000	109,291	104,176	100,975
Other Staff Salaries & Benefits	24,364	4,910	1,728	78	31,080	29,499	24,988
Funding for Strategic Investment Priorities	74,812	-	-	-	74,812	15,962	11,686
College Ancillary Services Cost of Goods Sold	-	-	17,519	-	17,519	15,784	14,924
Other	50,475	7,088	10,910	2,568	71,041	70,964	62,011
TOTAL EXPENDITURES	246,713	18,245	35,139	3,646	303,743	236,385	214,584
NET CASH FLOW	(14,483)	5,501	4,248	5,734	1,000	1,060	641
GAAP Adjustments							
Add:							
Capital Assets (net)	-	-	-	-	3,309	2,754	5,400
Principal Portion of Debt Payments	-	-	-	-	1,636	1,583	1,436
Contributions to Internally Restricted Funds	-	-	-	-	3,980	3,943	-
Less:							
Amortization (net)	-	-	-	-	(6,034)	(6,088)	(6,150)
Increase in Vacation, Sick Leave and Post-Employment Benefits	-	-	-	-	(371)	(637)	(296)
NET CONTRIBUTION before Internally Restricted Fund Expenditures	\$ (14,483)	\$ 5,501	\$ 4,248	\$ 5,734	\$ 3,520	\$ 2,615	\$ 1,031



STATEMENT OF FINANCIAL POSITION

(all figures in \$ 000's)

	March 31, 2011 <i>Projected</i>
ASSETS	
Current Assets	
Cash and Short Term Investments	\$ 69,762
Accounts Receivable	15,500
Inventory	1,900
Prepaid Expenses	200
	87,362
Investments	2,800
Endowment Assets	12,000
Capital Assets	202,646
TOTAL ASSETS	\$ 304,808
LIABILITIES AND NET ASSETS	
Current Liabilities	
Accounts Payable and Accrued Liabilities	\$ 15,100
Accrued Salaries and Employee Deductions Payable	7,500
Deferred Revenue	20,803
Current Portion of Long Term Debt	1,745
	45,148
Long Term Debt	45,528
Vacation, Sick Leave and Post-Employment Benefits	16,047
Deferred Capital Contributions	133,748
Interest Rate Swaps	15,272
Net Assets	
Unrestricted	1,000
Investment in Capital Assets	24,324
Vacation, Sick Leave and Post-Employment Benefits	(16,047)
Internally Restricted	43,060
Interest Rate Swaps	(15,272)
Endowment Fund	12,000
	49,065
TOTAL LIABILITIES AND NET ASSETS	\$ 304,808

REVENUE SCHEDULE

(all figures in \$ 000's)

	College Operations	Contract Activity	College Ancillary Services	International Education Centre	Annual Budget 2010/2011	Annual Budget 2009/2010	Annual Budget 2008/2009
Grants							
Post Secondary Activity	\$ 84,050	\$ 3,450	\$ -	\$ -	\$ 87,500	\$ 86,737	\$ 85,430
Capital and Equipment	66,999	-	-	-	66,999	9,590	6,272
Apprentice	4,741	-	-	-	4,741	5,124	4,359
Flow-Through Student Aid	1,800	-	-	-	1,800	-	-
TOTAL GRANTS	157,590	3,450	-	-	161,040	101,451	96,061
Tuition Fees							
Full-Time Post Secondary	44,605	126	-	8,688	53,419	47,288	41,681
Full-Time Non-Funded	1,922	-	-	-	1,922	1,830	1,167
Part-Time	11,218	16	-	-	11,234	10,806	9,714
Adult Training	1,907	-	-	-	1,907	1,908	1,783
Student IT and Mobile Computing Fees	2,830	-	-	-	2,830	2,706	2,245
TOTAL TUITION FEES	62,482	142	-	8,688	71,312	64,538	56,590
Contract Educational Services							
Provincially Funded Programs	-	7,729	-	-	7,729	7,320	5,565
Corporate and Other Programs	-	12,163	-	603	12,766	17,227	11,184
TOTAL CONTRACT EDUCATIONAL SERVICES	-	19,892	-	603	20,495	24,547	16,749
COLLEGE ANCILLARY SERVICES SALES	-	-	39,240	-	39,240	36,072	34,461
Other							
Early Learning Centre	1,048	-	-	-	1,048	978	875
Student Ancillary Fees	3,557	-	-	-	3,557	3,237	3,121
Student Services Grant	100	-	-	-	100	100	100
Investment Income	761	-	-	-	761	911	1,761
Miscellaneous	6,692	262	147	89	7,190	5,611	5,507
TOTAL OTHER	12,158	262	147	89	12,656	10,837	11,364
TOTAL REVENUE	\$ 232,230	\$ 23,746	\$ 39,387	\$ 9,380	\$ 304,743	\$ 237,445	\$ 215,225

College Operations	\$ 232,230	\$ 166,155	\$ 154,627
Contract Activity	23,746	26,588	19,062
College Ancillary Operations	39,387	36,344	34,645
International Education Centre	9,380	8,358	6,891
Total Revenue	\$ 304,743	\$ 237,445	\$ 215,225

EXPENDITURES SCHEDULE

(all figures in \$ 000's)

	College Operations	Contract Activity	College Ancillary Services	International Education Centre	Annual Budget 2010/2011	Annual Budget 2009/2010	Annual Budget 2008/2009
Full-Time Salaries & Benefits							
Full-Time Salaries & Benefits - Academic	\$ 51,843	\$ 4,300	\$ -	\$ -	\$ 56,143	\$ 54,107	\$ 52,828
Full-Time Salaries & Benefits - Administration	16,758	645	1,511	543	19,457	18,802	17,391
Full-Time Salaries & Benefits - Support	28,461	1,302	3,471	457	33,691	31,267	30,756
Total Full-Time Salaries & Benefits	97,062	6,247	4,982	1,000	109,291	104,176	100,975
Other Staff Salaries & Benefits							
Other Staff Salaries & Benefits - Academic	18,952	3,177	-	7	22,136	19,793	17,252
Other Staff Salaries & Benefits - Administration	1,140	1,056	-	44	2,240	2,508	1,565
Other Staff Salaries & Benefits - Support	4,272	677	1,728	27	6,704	7,198	6,171
Total Other Staff Salaries & Benefits	24,364	4,910	1,728	78	31,080	29,499	24,988
TOTAL SALARY & BENEFITS	121,426	11,157	6,710	1,078	140,371	133,675	125,963
Other Operating							
Mandated Student Aid	4,264	-	-	-	4,264	3,478	3,344
Contingencies	3,979	-	-	-	3,979	4,606	4,464
Debt Servicing	920	-	3,963	-	4,883	4,883	4,883
Contract Services	8,590	3,449	1,278	808	14,125	15,375	12,208
Instructional Supplies & Equipment	2,836	694	9	7	3,546	3,552	3,206
Promotion	2,150	235	150	215	2,750	3,067	2,960
Software	2,127	77	37	2	2,243	2,184	1,896
Building Maintenance & Utilities	7,226	1	2,143	-	9,370	9,457	9,796
Flow-Through Student Aid	1,800	-	-	-	1,800	-	-
Cost of Goods Sold	-	-	17,519	-	17,519	15,784	14,924
Other	16,583	2,632	3,330	1,536	24,081	24,362	19,254
TOTAL OTHER OPERATING	50,475	7,088	28,429	2,568	88,560	86,748	76,935
FUNDING FOR STRATEGIC INVESTMENT PRIORITIES	74,812	-	-	-	74,812	15,962	11,686
TOTAL EXPENDITURES	\$ 246,713	\$ 18,245	\$ 35,139	\$ 3,646	\$ 303,743	\$ 236,385	\$ 214,584

College Operations	\$ 246,713	\$ 179,012	\$ 164,321
Contract Activity	18,245	21,026	15,551
College Ancillary Operations	35,139	33,021	31,866
International Education Centre	3,646	3,326	2,846
Total Expenditures	\$ 303,743	\$ 236,385	\$ 214,584



FUNDING FOR STRATEGIC INVESTMENT PRIORITIES SCHEDULE

(all figures in \$ 000's)

	Grants	College Funded	Annual Budget 2010/2011	Annual Budget 2009/2010	Annual Budget 2008/2009
Revenue					
Facilities Renewal	\$ 585	\$ -	\$ 585	\$ -	\$ 5,472
College Equipment Renewal Fund	700	-	700	2,710	800
Strategic Skills Training Capital Investment Program	28,000	-	28,000	6,880	-
Knowledge Infrastructure Program	36,000	-	36,000	-	-
Apprenticeship Enhancement Fund	1,714	-	1,714	-	-
TOTAL REVENUE	66,999	-	66,999	9,590	6,272
Expenditures					
<i>Campus Expansion</i>					
Algonquin Centre for Construction Excellence	56,000	-	56,000	6,880	-
Perth Expansion	8,000	-	8,000	-	2,000
<i>Total Campus Expansion</i>	64,000	-	64,000	6,880	2,000
<i>Other</i>					
College Technologies	-	2,000	2,000	3,791	2,503
College Space & Infrastructure	585	2,000	2,585	2,000	3,100
New Program Initiatives	-	250	250	600	306
Academic and Other Equipment	700	813	1,513	1,691	1,600
Business Plan Priorities	-	2,750	2,750	1,000	2,177
Apprenticeship Enhancement Fund	1,714	-	1,714	-	-
<i>Total Other</i>	2,999	7,813	10,812	9,082	9,686
TOTAL EXPENDITURES	66,999	7,813	74,812	15,962	11,686
NET CONTRIBUTION	\$ -	\$ (7,813)	\$ (7,813)	\$ (6,372)	\$ (5,414)

SUMMARY OF FUNDED POSITIONS

	4th Quarter 2009/10				Position Changes			Annual Budget 2010/11			
	Admin	Support	Academic	Total	Positions Opened	Positions Closed	Positions Transferred	Admin	Support	Academic	Total
President and Board of Governors											
President's Office	3	-	-	3				3	-	-	3
Total	3	-	-	3	-	-	-	3	-	-	3
Human Resources											
Human Resources	18	-	-	18				18	-	-	18
Total	18	-	-	18	-	-	-	18	-	-	18
Administration											
Vice-President's Office	2	-	-	2				2	-	-	2
College Ancillary Services	18	63	-	81		(2)		16	63	-	79
Finance & Administrative Services	7	28	-	35				7	28	-	35
Information Technology Services	7	68	-	75				7	68	-	75
Physical Resources	13	37	-	50				13	37	-	50
Total	47	196	-	243	-	(2)	-	45	196	-	241
Student Services											
Vice-President's Office	2	-	-	2				2	-	-	2
Student Support Services	7	20	16	43				7	20	16	43
Registrar	10	54	-	64	1			10	55	-	65
Total	19	74	16	109	1	-	-	19	75	16	110
Business Development											
Vice-President's Office	3	-	-	3				3	-	-	3
Algonquin College Foundation	2	2	-	4				2	2	-	4
Institutional Research & Planning	2	-	-	2				2	-	-	2
International Education Centre	5	5	-	10				5	5	-	10
Language Institute	1	4	14	19	1			1	4	15	20
Corporate & Business Development	2	2	-	4	2			4	2	-	6
Total	15	13	14	42	3	-	-	17	13	15	45
Academic Services											
Vice-President's Office	13	2	1	16	8			13	2	9	24
Faculty of Arts, Media & Design	6	28	100	134				6	28	100	134
Faculty of Business & Hospitality	7	17	110	134				7	17	110	134
Faculty of Technology & Trades	8	36	146	190				8	36	146	190
Faculty of Health, Public Safety & Community Studies	8	32	120	160				8	32	120	160
School of Part-time Studies	7	21	-	28		(2)		5	21	-	26
Algonquin College in the Ottawa Valley	5	26	23	54			3	5	28	24	57
Learning & Teaching Services	5	21	6	32	2		(3)	6	20	5	31
Total	59	183	506	748	10	(2)	-	58	184	514	756
Advancement											
Executive Director's Office	3	6	-	9				3	6	-	9
College Marketing	4	12	-	16				4	12	-	16
Total	7	18	-	25	-	-	-	7	18	-	25
Positions to be Closed in Future *	-	-	-	-		(4)		-	-	-	(4)
COLLEGE TOTAL	168	484	536	1,188	14	(8)	-	167	486	545	1,194

* To be closed after appropriate consultation with labour unions and employees.

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.

2010/2011 PROJECTED ENROLMENT vs. 2009/2010 ACTUAL ENROLMENT

FACULTY/SCHOOL	Post Secondary / Post Diploma Actual			Applied Degree Actual			Co-op Diploma Apprenticeship Actual			% Change
	Projected 2010/2011	(unaudited) 2009/2010	Change	Projected 2010/2011	(unaudited) 2009/2010	Change	Projected 2010/2011	(unaudited) 2009/2010	Change	
Arts, Media & Design										
Level 1	2,498	2,337	161	40	40	-	-	-		
Returning	3,769	3,544	225	205	214	(9)	-	-		
TOTAL	6,267	5,881	386	245	254	(9)	-	-		
Business & Hospitality										
Level 1	2,882	2,760	122	51	45	6	-	-		
Returning	6,426	6,002	424	215	211	4	-	-		
TOTAL	9,308	8,762	546	266	256	10	-	-		
Technology & Trades										
Level 1	2,140	2,067	73	-	-	-	20	10	10	
Returning	4,513	4,179	334	12	32	(20)	34	45	(11)	
TOTAL	6,653	6,246	407	12	32	(20)	54	55	(1)	
Health, Public Safety & Community Studies										
Level 1	2,102	1,969	133	-	-		-	-		
Returning	4,753	4,469	284	-	-		-	-		
TOTAL	6,855	6,438	417	-	-		-	-		
Part Time Studies										
Level 1	80	96	(16)	-	-		-	-		
Returning	136	98	38	-	-		-	-		
TOTAL	216	194	22	-	-		-	-		
Algonquin College in the Ottawa Valley										
Level 1	468	474	(6)	-	-		17	16	1	
Returning	842	824	18	-	-		26	28	(2)	
TOTAL	1,310	1,298	12	-	-		43	44	(1)	
TOTAL Level 1	10,170	9,703	467	91	85	6	37	26	11	4.9%
TOTAL Returning	20,439	19,116	1,323	432	457	(25)	60	73	(13)	6.5%
TOTAL	30,609	28,819	1,790	523	542	(19)	97	99	(2)	6.0%

In addition to the above, the budget supports: 1,912 semestred enrolments in the Collaborative Programs; 1,710 semestred enrolments in Full-Time Non-Funded Programs; 67,748 training days in the Adult Training Programs; and 2,879 Seat Purchases in the Apprentice Programs.