

BUSINESS PLAN

2019/2020





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Mission

The student experience comes first.

Vision

Durham College is the premier post-secondary destination for students to succeed in a dynamic and supportive learning environment. Our graduates develop the professional and personal skills needed to realize meaningful careers and make a difference in the world.

Values

INTEGRITY AND TRANSPARENCY

We behave and communicate sincerely and honestly.

RESPECT

We treat everyone with dignity, deliver superior service and offer a safe environment.

EQUAL ACCESS AND DIVERSITY

We embrace uniqueness, ensure accessibility and champion all learners.

PERSONAL AND TEAM ACCOUNTABILITY

We do what we say we will do and are creative and innovative in how we conduct our business.

COLLABORATION

We create opportunities to work together to foster learning and achieve success.

Introduction

It's been another successful year for Durham College (DC); a year marked by innovation, development and growth. Whether on campus or out in the community, DC students, employees and alumni are proudly representing the college, bringing its values of integrity and transparency, respect, equal access and diversity, personal and team accountability and collaboration to life.

With more than 140 market-driven programs offered at the Oshawa and Whitby campuses and learning site in Pickering, DC is making its mark across Durham Region, thanks in part to the college's Business Plan.

The 2019-2020 Business Plan consists of 22 objectives divided among our four pillars – Our Students, Our People, Our Business and Our Community – while complementing the college's other guiding documents – the Enrolment Management Plan, the Academic Plan and the Internationalization and Global Engagement Plan.

DC highlights for 2019-2020 include:

- Submitting two new degree offerings to the Ministry of Training, Colleges and Universities – Honours Bachelor of Technology – Construction Management and an Honours Bachelor of Artificial Intelligence.
- Launching new programs such as Artificial Intelligence Analysis, Design and Implementation (graduate certificate) and Carpentry and Renovation Technician.
- Constructing a post-harvest facility and aquaponics lab at the Whitby campus.
- Hosting the college's first-ever Enable AI Summit.
- Developing new ways to collaborate with community partners such as financial workshops with Durham Region Social Services and applied research partnerships involving DC assets like the Centre for Craft Brewing Innovation.
- Embedding internationalization into the curriculum, including but not limited to the delivery of three faculty led classroom abroad experiences.

In the coming days, months and year, we will use this Business Plan as a roadmap for where we want to go, what we need to do to get there and how we will know we've achieved our goals, with the entire DC community playing its part in achieving its mission that the student experience comes first.

The Capital Budget and the Operating Budget were approved by the Board of Governors on Wednesday, April 10, 2019, and the 2019-2020 Business Plan was approved on Wednesday, May 15, 2019.



GOAL 1



OUR STUDENTS

TO PROVIDE STUDENTS WITH THE BEST POSSIBLE LEARNING EXPERIENCE.

WE WILL:

- Deliver high-quality programs to help students develop a wide range of career-ready skills.
- Expand flexible, experiential and global learning opportunities.
- Support students' well-being with a focus on adaptability and resilience.
- Build lifelong relationships with students.

Objective 1 Achieve domestic and international student recruitment and enrolment goals

ACTION	MEASUREMENT
<ul style="list-style-type: none"> Develop annual recruitment and marketing strategies that support the enrolment targets identified for 2019-2020. 	<ul style="list-style-type: none"> Successfully attain domestic and international enrolment targets as follows: <ul style="list-style-type: none"> Spring/summer 2019: 1,973 domestic and 494 international students; Fall 2019: 9,946 domestic and 1979 international students; Winter 2020: 9,719 domestic and 2,147 international students. Expand activity in appropriate markets to achieve a more balanced international student population and realize source countries greater than 65.



Objective 2 Ensure exceptional quality in our academic programs and services

ACTION	MEASUREMENT
<ul style="list-style-type: none"> Implement enhancements to program review and renewal processes. 	<ul style="list-style-type: none"> Implement revised curriculum mapping using Tableau. Initiate a streamlined approach for program review, including revised policies, procedures and SWOT analysis, beginning with 2019-2020. Conduct comprehensive program reviews.
<ul style="list-style-type: none"> Support internationalization of the curriculum. 	<ul style="list-style-type: none"> Create and deliver a minimum of two internationalization professional development opportunities for academic employees. Provide international learning opportunities for a minimum of eight employees through Kenyan and Vietnam projects. Support the delivery of three faculty lead classroom abroad experiences, providing international experience for six employees and 30 students. Develop educational and logistical resources to assist in pre-departure and debrief activities. Complete all assets from the Kenya Education for Employment Program (KEFEP) project. Plan upcoming Kenya excursion, KEFEP part two (time, material and human resources needs) and begin the process of recruiting faculty and students.
<ul style="list-style-type: none"> Develop augmented reality/virtual reality (AR/VR) research facility with compositing and motion capture functionality. 	<ul style="list-style-type: none"> Initiate research related to AR/VR, motion capture and compositing (with at least one funded project). Incorporate use of AR/VR technology into Animation – Digital Production and Game Art programs curricula as an experiential learning opportunity.
<ul style="list-style-type: none"> Launch new post-secondary programs in fall 2019. 	<ul style="list-style-type: none"> Artificial Intelligence Analysis, Design and Implementation (Graduate Certificate). Carpentry and Renovation Technician Diploma.
<ul style="list-style-type: none"> Submit new degree program proposals to the Ministry. 	<ul style="list-style-type: none"> Honours Bachelor of Technology – Construction Management. Honours Bachelor of Artificial Intelligence.
<ul style="list-style-type: none"> Work with 13 programs and five academic schools to provide co-operative education (co-op) supports and services to programs currently offering co-op. Develop system workflow for Strategic Enrolment Services and the Financial Aid and Awards to create a more automated transfer process for students applying to the co-op option of their program. Expand relationships with the business community to engage employers in DC co-op with six new co-op programs launching. 	<ul style="list-style-type: none"> Number of work terms approved and completed to match student enrolments. Submit a project application to Institutional Project Prioritization Council for prioritization. Once the project has been prioritized, progress will be monitored as we work towards implementation. Co-op office to source job opportunities expanding employer relations to meet the goal of having 19 programs with co-op, internship and work-term options.
<ul style="list-style-type: none"> Strengthen the quality of the continuing education learning environment. 	<ul style="list-style-type: none"> Introduce added rigour to instructor hiring practices. Strengthen orientation sessions and make them mandatory. Conduct trend analysis of student feedback results. Improve online course templates to ensure consistent delivery of core information in areas such as time management, academic integrity, writing proctored online exams, etc.
<ul style="list-style-type: none"> Implement new marketing approaches for continuing education. 	<ul style="list-style-type: none"> Develop and implement a minimum of three new marketing approaches based on research done in 2018-2019.

<ul style="list-style-type: none"> • Further strengthen and develop our Mechanical Technician – Elevating Devices (MTED) program and position DC as the program of choice in Ontario. 	<ul style="list-style-type: none"> • Achieve an 85 per cent employment rate of the first graduating cohort. • Develop additional elevator training opportunities. • Provide all MTED students the opportunity to secure their EDM-T licence.
<ul style="list-style-type: none"> • Collaborate with community partners in advancing student entrepreneurship to support the needs of the local economy and labour market. 	<ul style="list-style-type: none"> • Introduce five niche program streams to student entrepreneurs – e-commerce, technology, food, arts, and social innovation – with an expanded mentor pool from the community. • Develop at least one international Enactus project, with financial support from a strategic partner. • Develop and host the first annual IMPACT Summit in the Global Classroom, positioning DC as a leader in social innovation, enterprise and change making. • Develop and facilitate the FastTECH Program to offer 'Project X' – a paid, experiential-learning opportunity for DC students to utilize the FastTECH Makerspace to work on technology projects for OPG's X-Lab.
<ul style="list-style-type: none"> • Create and launch a DC Indigenous language program in efforts to indigenize the campus community. 	<ul style="list-style-type: none"> • Target: 75 participants.



Objective 3 Update and develop student services

ACTION	MEASUREMENT
<ul style="list-style-type: none"> Develop related strategies for next food services contract by June 2020. 	<ul style="list-style-type: none"> Successful implementation of continuing food services. Contract awarded for next food service provider. KPI tracking.
<ul style="list-style-type: none"> Plan targeted resources to support increased enrolment in trades and apprenticeship. Conduct a needs assessment identifying and developing resources using student and faculty input. 	<ul style="list-style-type: none"> Track use of resources in Student Academic Learning Services online. Faculty and student feedback.
<ul style="list-style-type: none"> Develop a plan to update the DC Oshawa campus bookstore to a DC-only space. 	<ul style="list-style-type: none"> Implement physical upgrades to space (lighting, storage etc.). Increase merchandizing of non-book product lines.
<ul style="list-style-type: none"> Evaluate current faculty career development supports in the classroom to create new ways to engage students with career development. Enhance faculty toolkit with more career development resources focusing on in-class activities and assignments. 	<ul style="list-style-type: none"> Work with faculty focus group to evaluate effectiveness of resumé seminars provided to classes. Increase number of career development resources to faculty toolkit on ICE by 10 per cent.
<ul style="list-style-type: none"> Develop open workshop series for students focused on RESPECT campaign. Plan and host Ontario Post-secondary Access and Inclusion Program (OPAIP) conference on campus (February 21, 2019). Design and launch an experiential learning project with the Durham District School Board (DDSB) and the School of Health & Community Services. 	<ul style="list-style-type: none"> RESPECT target: 15 workshops, 300 participants. OPAIP target: 24 Ontario colleges and representation from Ministry of Training, Colleges and Universities. 250 participants for DDSB project.
<ul style="list-style-type: none"> Strengthen relationship with Durham College Students Inc. 	<ul style="list-style-type: none"> Collaborate with student development team re: elections, annual general meeting, board development and orientation activities.
<ul style="list-style-type: none"> Expand capacity for walk-in appointments and extended hours at Campus Health Centre. 	<ul style="list-style-type: none"> Implement extended hours Monday-Thursday until 7 p.m. depending on doctor's availability. Allow students to access services in the evening and during peak stress times (eg. exam periods).
<ul style="list-style-type: none"> Launch a successful eGaming centre – the Esports Gaming Arena. 	<ul style="list-style-type: none"> Generate revenue (break even initially). Track utilization and various activities.

Objective 4 Develop effective program marketing campaign

ACTION	MEASUREMENT
<ul style="list-style-type: none"> Improve program reputation by managing program-specific media relations strategies. 	<ul style="list-style-type: none"> Support the signature and priority program strategy. Increase media engagements by 10 per cent (50 engagements) by March 2019. Develop a media training kit to be piloted by training one faculty member from each school. Faculty member determined in consultation with vice-president, Academic and deans. Completion date March 31, 2019.

Objective 5 Increase Alumni Engagement, and strengthen relationship between alumni and students

ACTION	MEASUREMENT
Track alumni engagement. <ul style="list-style-type: none"> Develop rating scale that indicates level of engagement. Segment communication based on identified levels of engagement. Develop an alumni coffee program. 	<ul style="list-style-type: none"> All interactions with alumni documented in Raiser's Edge. System for measuring engagement. Targeted emails are sent based on segmentation. Host one alumni coffee date per month.
Alumni volunteer program. <ul style="list-style-type: none"> Increase alumni guest speaker program by 20 per cent (base 85). Encourage alumni involvement in student conversion calls. Expand Alumni Mentorship Program pilot. 	<ul style="list-style-type: none"> Increase alumni guest speaker participants by 20 per cent. A minimum of five alumni to participate in conversion calls. Bring on board one school to the mentorship program with the goal of having a minimum of 10 mentors and mentees.
<ul style="list-style-type: none"> Increase alumni touchpoints. Implement milestone recognition program. Increase alumni networking events. Increase alumni stories and distribution channels. 	<ul style="list-style-type: none"> Implement process to send cards/gifts recognizing alumni milestones. Host two new events (one per quarter). Add a webpage to the DC website for alumni stories and refresh it quarterly.
<ul style="list-style-type: none"> Provide global learning opportunities for alumni through DC international programs. 	<ul style="list-style-type: none"> Work with International office to investigate opportunities for alumni to participate in global learning opportunities.
<ul style="list-style-type: none"> Continue to focus on improving and promoting alumni benefits with alumni and graduating students. 	<ul style="list-style-type: none"> Increase number of benefits by 20 per cent with a specific focus on provincial/national benefits. Increase revenue from affinity programs by five per cent.
<ul style="list-style-type: none"> Expand alumni-focused support system for students. 	<ul style="list-style-type: none"> Ensure a mechanism that provides encouragement for students at exam time is implemented. Host a professional clothing drive that allows alumni to donate gently used professional clothing for students. Develop a process for students to receive "wish I knew" messages from alumni.
<ul style="list-style-type: none"> Review and align Durham College Alumni Association (DCAA) strategic plan with the college strategic plans. 	<ul style="list-style-type: none"> Review and revise DCAA bylaws to ensure student recruitment to the DCAA board. Strategic plan reviewed and revised.
<ul style="list-style-type: none"> DCAA involvement in Enactus. 	<ul style="list-style-type: none"> Execute DCAA sponsorship agreement. DCAA Board members and other alumni to participate in six Enactus activities.

Objective 6 Develop strategy to respond to strategic planning feedback from students

ACTION	MEASUREMENT
<ul style="list-style-type: none"> Compile data collected from strategic planning survey and sessions for review by the Durham College Leadership Team (DCLT). 	<ul style="list-style-type: none"> Data to be presented to DCLT in fall 2019. Address recurring concerns or comments and identify and delegate solutions. Host a student town hall with the president.



GOAL 2

OUR PEOPLE

**TO OPTIMIZE THE EXPERIENCE AND EXPERTISE OF
OUR PEOPLE AND HELP THEM MAKE THE BEST
POSSIBLE CONTRIBUTION TOWARD THE STUDENT EXPERIENCE.**

WE WILL:

- Improve communication across all levels of the college to better facilitate co-operation, collaboration and a culture of service.
- Continue to grow diversity in our workforce to reflect our student body and community.
- Cultivate and reward employee engagement, creativity and innovation.
- Invest in the professional development and personal well-being of our employees.

Objective 1 Support employee development

ACTION	MEASUREMENT
<ul style="list-style-type: none"> Promote teaching practices and provide training provisions for faculty learning related to new technologies. 	<ul style="list-style-type: none"> Successfully deliver DC Connect, Ed Tech and multimedia sessions for faculty. Pilot at least two new technologies and have faculty present their findings. Equip and utilize B240 and CAFE training room to increase number of faculty participating in professional development activities related to new technologies.
<ul style="list-style-type: none"> Support globalization and intercultural awareness. 	<ul style="list-style-type: none"> Complete student and faculty focus groups. Integrate resources and update the database on the Global Classroom website.
<ul style="list-style-type: none"> Support indigenization. 	<ul style="list-style-type: none"> Develop curricula and pedagogical resources to support faculty.
<ul style="list-style-type: none"> Create and implement a mentorship program for faculty. 	<ul style="list-style-type: none"> Successful implementation of pilot phase in Winter 2020 that will see a minimum of 30 faculty members participate.
<ul style="list-style-type: none"> Increase mental health awareness for all employees by collaborating with internal (such as Coaching and Access and Support) and external partners. 	<ul style="list-style-type: none"> Monitor number of employees participating in workshops. Implement collaboration between Campus Health Centre, Access and Support Centre and Health Promotions to support employee education. Look to the Mental Health Review for ways to support employees. Investigate new collaborations in partnership with Ontario Shores and Durham Region Public Health.
<ul style="list-style-type: none"> Create and implement action plans supporting the Academic Integrity Ad-Hoc Committee recommendations. 	<ul style="list-style-type: none"> Strengthen the culture of academic integrity at DC.

Objective 2 Conduct employee engagement survey and develop strategy to respond

ACTION	MEASUREMENT
<ul style="list-style-type: none"> Develop a communication plan to include: purpose of survey, timelines, results (high level) and action plan. Conduct employee focus groups Fall 2019 to seek input from employees on professional development and employee engagement opportunities. Human Resources collaborate with the Office of Research Services, Innovation and Entrepreneurship to develop survey questions. Survey to be launched in February 2020. 	<ul style="list-style-type: none"> Minimum three focus groups completed by December 2019. Employee Engagement Survey completed by March 2020. Survey response rate of 65 per cent. Results provided to managers by end of March 2020 to create action plan in response to results.

Objective 3 Redesign Open Houses – involve more faculty, include more campus buildings

ACTION	MEASUREMENT
<ul style="list-style-type: none"> • Create robust mandatory training program (available through multiple channels i.e. in person as well as online) for student, faculty and staff Open House volunteers. • Manager, Student Recruitment to attend program coordinator meetings to discuss the value and meaning of the Open Houses. • Ensure the student recruitment team is available to address questions about the event and encourage participation and engagement. • Better utilize space on campus including multiple “landing points” with “team leads” attending to registration at each. 	<ul style="list-style-type: none"> • Implementation of training program. • Increased faculty involvement and engagement. • More campus buildings are utilized. • Feedback from internal and external surveys conducted post event.





GOAL 3



OUR BUSINESS

TO MANAGE RESOURCES RESPONSIBLY AND ENSURE THAT WE ARE FINANCIALLY AND ENVIRONMENTALLY SUSTAINABLE, DEMONSTRATE GOOD GOVERNANCE, AND ARE LEADERS IN THE SUPPORT OF OUTSTANDING TEACHING AND LEARNING.

WE WILL:

- Offer quality programs, services and systems that modernize, support and grow our business.
- Maximize resources and processes in all aspects of our business oversight and leadership to achieve financial sustainability.
- Connect our objectives with economic, social and environmental policy perspectives that support the well-being of our local, provincial, national and international community.
- Expand our reputation among the local and global community.

Objective 1 Complete major capital projects on time and on budget

ACTION	MEASUREMENT
<ul style="list-style-type: none"> Whitby Stellar Drive second entrance to crane site and W. Galen Weston Centre for Food completed. 	<ul style="list-style-type: none"> Completion of second entrance work for main lot. Enhanced access to Whitby campus once Stellar Drive is opened.
<ul style="list-style-type: none"> Complete renovations at the Oshawa campus to continue with updating and modernizing space on campus. 	<ul style="list-style-type: none"> Renovations of D-Wing complete. Simcoe Village second floor: continuation of administrative space – IT relocation from second-floor D-Wing.
<ul style="list-style-type: none"> Prepare parameters for potential Whitby campus expansion. 	<ul style="list-style-type: none"> Design requirements for new space are developed. Continued engagement with MTCU on section 28 approval for a new long-term loan. Continued engagement with federal government for grant.
<ul style="list-style-type: none"> Renovate front desk and nursing station in Campus Health Centre. 	<ul style="list-style-type: none"> Improved accessibility, ergonomics and privacy to ensure compliance with AODA standards.

Objective 2 Update information technology systems

ACTION	MEASUREMENT
<ul style="list-style-type: none"> Enhance Global Classroom video wall with remote in-classroom projection capabilities. 	<ul style="list-style-type: none"> Solution identified and implemented. Select and procure equipment. Go live by Sunday, September 1, 2019.
<ul style="list-style-type: none"> Increase main internet connectivity infrastructure to allow for significant growth. 	<ul style="list-style-type: none"> Implement design changes to network infrastructure in data centre. Procure equipment. Implement infrastructure change. Go live by Sunday, September 1, 2019.
<ul style="list-style-type: none"> Upgrade customer service kiosks in computer commons. 	<ul style="list-style-type: none"> Integrate new kiosks in customer queue management solution. Select equipment and procure equipment. Go live by Wednesday, January 1, 2020.

Objective 3 Support effective college governance

ACTION	MEASUREMENT
<ul style="list-style-type: none"> Continue to foster better collaboration opportunities with Ontario Tech University. 	<ul style="list-style-type: none"> Refine and improve degree pathways, based on program KPI's.
<ul style="list-style-type: none"> Work with province to negotiate the 2020-2025 Strategic Mandate Agreement (SMA3). 	<ul style="list-style-type: none"> Execute and approve SMA3. Receive 2018-19 SMA2 report back by Office of Research Services, Innovation and Entrepreneurship.
<ul style="list-style-type: none"> Approve new strategic plan for 2020-2023. 	<ul style="list-style-type: none"> Host opportunities for stakeholder engagement, including an online survey, focus groups and consultation with the Durham College Leadership Team. New strategic plan approved by the Board of Governors in February/March 2020.

Objective 4 Support effective board governance

ACTION	MEASUREMENT
<ul style="list-style-type: none"> Support new governors in orientation and mentorship. 	<ul style="list-style-type: none"> Implement new governor mentorship program. Provide orientation and support for new governors through good governance certificates, conferences and planned board events.
<ul style="list-style-type: none"> Provide board with an overview of Federal election results. 	<ul style="list-style-type: none"> Government relations strategy to report on elections and provide presentation pre-election about party positions and priorities to keep the Board informed of political events and initiatives afterward.

Objective 5 Develop strategies to scale special projects and research assets

ACTION	MEASUREMENT
<ul style="list-style-type: none"> Source new international projects. Respond to project RFP's and source new contract opportunities. 	<ul style="list-style-type: none"> Successfully secure at least one new international project from a proactive market country. Build processes to manage proposal development, human resource management, finance and budgeting, risk management and capacity development.
<ul style="list-style-type: none"> Grow W. Galen Weston Centre for Food (CFF) off-site operations. Increase volume of off-site catering. Establish partnerships that make CFF a preferred vendor. 	<ul style="list-style-type: none"> Grow overall off-site business by 10 per cent. Secure three agreements as preferred vendor.
<ul style="list-style-type: none"> Develop strategy to scale AI Hub services. 	<ul style="list-style-type: none"> Develop an AI Hub business expansion plan that addresses the growing demand for AI services. Develop strategy for space and infrastructure issues required to enable scale-up. Initiate at least two projects with partners beyond the scope of NSERC funding.
<ul style="list-style-type: none"> Grow and diversify Corporate Training Services (CTS) offerings: <ul style="list-style-type: none"> Foster partnerships between CTS and academic schools to offer new quality programs and services that support, grow and diversify our business. Increase clientele base beyond Durham Region. 	<ul style="list-style-type: none"> Design, develop and deliver at least two new programs which are in partnership with academic schools. Productize CAFE offerings to create a service catalogue for CTS clients. Design, develop and deliver at least three new national or international programs.

Objective 6 Continue financial sustainability practices and priorities

ACTION	MEASUREMENT
<ul style="list-style-type: none"> Maintain financial sustainability. 	<ul style="list-style-type: none"> Achieve a balanced budget for 2019-2020.
<ul style="list-style-type: none"> Identify strategies to reduce operating expenditures. Streamline process for student payments and refunds. Effectively transition payroll services to new ADP platform. 	<ul style="list-style-type: none"> Implement the Touchnet Payment centre for Monday, July 1, 2019. Implement E-transfer refunds for Sunday, September 1, 2019. Move full-time payrolls to new ADP platform by Monday, July 1, 2019. Move part-time payrolls to new ADP platform by Sunday, September 1, 2019.
<ul style="list-style-type: none"> Implement new provincial ancillary fee protocol and metrics into reporting. 	<ul style="list-style-type: none"> Reporting mechanisms are updated to reflect new provincial regulations.

Objective 7 Improve environmental sustainability efforts

ACTION	MEASUREMENT
<ul style="list-style-type: none"> Incorporate sustainable technologies in new/renovation projects. 	<ul style="list-style-type: none"> Energy usage is monitored through Building Automation System and related systems. Reduction in monthly electrical usage charges is realized – tracking based on degree-day normalization.
<ul style="list-style-type: none"> Improve waste diversion rate and waste reduction. 	<ul style="list-style-type: none"> Launch centralized office waste collection and mini-bin program for employees to produce less waste, sort waste more effectively and take home organic waste to compost in the regional green bin program. Collect results from waste audit in May 2020 to measure improvements – goal to exceed current rate of 52 per cent.

Objective 8 Launch Capital Campaign for Whitby Expansion

ACTION	MEASUREMENT
<ul style="list-style-type: none"> Create and begin implementing Campaign Plan: <ul style="list-style-type: none"> Conduct feasibility study for \$10 million campaign. Communicate stewardship messages to past donors. Develop prospect list of industry stakeholders. Develop gift chart. Develop case for support. Refresh development portion of website. 	<ul style="list-style-type: none"> Feasibility study is completed with a minimum of 30 interviews. Stewardship of past donors complete. Prospect list and gift chart is completed. Cultivation and solicitation strategies are underway. Case for support written and in use. Build Something Amazing campaign success celebrated. Student Experience Fund (SEF) described and on-line giving portal updated to accommodate SEF donations.

Objective 9 Broaden mandate for Durham College Foundation

ACTION	MEASUREMENT
<ul style="list-style-type: none"> Introduce governance structure and fundraising mandate. Develop policies and procedures. Revise by-laws. Provide training for directors. Recruit new directors and campaign cabinet. Determine possibilities for representation from Board of Governors and Durham College Alumni Association. 	<ul style="list-style-type: none"> Policies and procedures in place that cover terms, responsibilities and expectations. By-laws revised to reflect changes. Training sessions built into agendas. Job descriptions written; board and cabinet fully recruited. Representation from both other board on Foundation Board.



GOAL 4



OUR COMMUNITY

TO CONTRIBUTE AND RESPOND TO THE ECONOMIC, SOCIAL AND ENVIRONMENTAL WELL-BEING OF OUR COMMUNITY.

WE WILL:

- Develop new programs and services to meet the evolving demands of the job market and our students.
- Celebrate and support advances in entrepreneurship, innovation and sustainability.
- Advance our role as a community hub in Durham.
- Demonstrate leadership in volunteerism and giving back to our community.
- Strengthen our industry and community partnerships, including our campus partner Ontario Tech University.

Objective 1 Support partners in reaching their community goals

ACTION	MEASUREMENT
<ul style="list-style-type: none"> Partner with the Community Justice Hub to provide an accessible, central location for legal and social service agencies to provide wrap-around services to low income and precariously employed residents. 	<ul style="list-style-type: none"> Continue implementation of a 14-week semester placement, for an increased number of paralegal students at the HUB (moving from nine to 15 students). Expanded services provided to residents in specific areas of paralegal practice, to include advice and authorized representation in the field of Provincial Offences under the supervision of licensees of the Law Society of Ontario.
<ul style="list-style-type: none"> Collaborate with Durham Region Social Services, Youth Coaching Program, Project Youth Opportunities, and York/Durham Crown Ward Education Championship Team. 	<ul style="list-style-type: none"> Host financial education workshops. Provide tools for students to develop successful financial plans and objectives for funding their post-secondary choices.
<ul style="list-style-type: none"> Provide support for the next phase of the D-Hive Innovation Hub. 	<ul style="list-style-type: none"> Government relations and advocacy support. Attend relevant meetings and events.
<ul style="list-style-type: none"> Create Summer Transitions Institute (needs specific) program in partnership with the Durham District School board (as per MOU). 	<ul style="list-style-type: none"> Implement needs specific programming for students who will be attending DC in fall 2019. Target: 200 students.

Objective 2 Advance applied research partnerships

ACTION	MEASUREMENT
<ul style="list-style-type: none"> Successfully complete Year Two of the five-year NSERC grant supporting the AI Hub. 	<ul style="list-style-type: none"> Twelve new AI projects with industry partners initiated. Thirty-two students employed in AI research projects. Fifty students engaged in AI bootcamps. Successful delivery of the Enable AI Summit.
<ul style="list-style-type: none"> Expand applied research and service collaborations with craft brewers through the Centre for Craft Brewing Innovation (CCBI). 	<ul style="list-style-type: none"> Two new CCBI-funded projects initiated. Develop relationships with five local breweries for ongoing craft beverage testing support.
<ul style="list-style-type: none"> Explore new areas of specialization for applied research. 	<ul style="list-style-type: none"> Submit at least one grant application to NSERC for an Applied Research Tools and Instruments grant.
<ul style="list-style-type: none"> Successfully complete Year Two of the two-year NSERC College and Community Social Innovation Fund (CCSIF) grant in collaboration with community partners. 	<ul style="list-style-type: none"> Substantial completion of a study recommending a housing model for youth living on their own (full report by May 30, 2020).



Objective 3 Align Community Relations program with DC strategic objectives

ACTION	MEASUREMENT
<ul style="list-style-type: none"> • Develop annual strategy that aligns with DC plans and budget. • Segment opportunities to ensure funds are allocated appropriately. • Set targets for each category. 	<ul style="list-style-type: none"> • Goals and metrics are set for each strategic bucket. • Online application form is in place. • A streamlined system for determining attendance at events in place.
<ul style="list-style-type: none"> • Provide relevant and timely reports to Board of Governors, president and DC employees. • Determine relevant information. • Develop timeline for reporting. • Develop templates. 	<ul style="list-style-type: none"> • Ensure a process for obtaining impact information from community partners is in place. • Reporting mechanisms for BOG and employees. • Implementation of Raiser's Edge reporting.

Objective 4 Develop community volunteer program for international students

ACTION	MEASUREMENT
<ul style="list-style-type: none"> • Establish connections with Rotary, United Way and other key volunteer organizations in collaboration with Office of Development and Alumni Affairs. • Determine feasibility of hosting a volunteer fair at International Orientation. 	<ul style="list-style-type: none"> • Secure student volunteer opportunities for a minimum of 40 international students. • If there is enough interest from organizations, a Volunteer Fair will be hosted during International Orientation.





ING

B Wing

COMMUNITY
SERVICES

SEVENTY
PERCENT OF
SUCCESS
IN LIFE
IS SHOWING UP.
WELCOME TO
DC

BUDGET



DC presents a balanced operating budget for 2019-2020

The 2019-2020 budget targets a total of 12,621 full-time enrolments. The total student population for full-time domestic, second career, international, and collaborative-nursing-program students is expected to increase by 315 from 12,306 in fall 2018 to 12,621 in fall 2019, an increase of 2.6 per cent.

The budget includes funding for the employment of new faculty, administrative, full-time and part-time support staff. These additional resources are required to address the increase in enrolled students and recruitment efforts.

The budget also includes funding that supports the college's business plan, meets the college's requirements of maintaining and improving the quality of academic programs and supporting curriculum renewal and new program development.

The 2019-2020 budget targets are to:

- Grow full-time post-secondary enrolment to 12,621 students in fall 2019, a 2.6 per cent increase over 2018-2019;
- Add four new post-secondary programs;
- Hire four additional full-time faculty and 14 full-time administrative and support positions, along with part-time positions to address the increasing needs stemming from enrolment growth, the addition of new programs and recruitment; and
- Invest \$0.9 million in one-time strategic initiatives.

Balancing the 2019-2020 budget has been particularly challenging for the college due to the following factors:

- Change in core operating grant: The new College Funding Formula implemented in 2017-2018 included transition funding for 2017-2018 and 2018-2019. No additional transition or growth funding has been budgeted for in 2019-2020.
- Bill 148: The provisions for equal pay for equal work and increases to minimum wage included in the Fair Workplaces, Better Jobs Act passed in November 2017 increased the projected salary expense for the institution. The funding of \$8 million from the Ministry received in fiscal 2018-2019 will not be received in 2019-2020.
- Tuition fee decrease: On January 17, 2019, MTCU announced a 10 per cent reduction to all funded tuition fees, effective in September for the 2019-2020 academic year. This decrease is estimated at a loss of \$4 million of revenues for the 2019-2020 fiscal year.

The budget gap was closed through collaborative efforts with the academic schools and service departments of the college through a comprehensive process of examining all revenues and expenses and adding increased revenues from international enrolment growth.

Enrolment

The following table shows the breakdown of the estimated number of 2019-2020 post-secondary and apprenticeship enrolments for the fall semester in comparison to 2017-2018 actual and 2018-2019 actual budget figures.

ENROLMENT	ACTUAL 2017-2018	BUDGET 2018-2019	ACTUAL 2018-2019	BUDGET 2019-2020	CHANGE OVER 2018-2019 ACTUAL
Domestic students	9,687	9,517	9,728	9,946	2.2%
Second Career Program	99	67	53	50	-5.7%
International students	1,087	1,384	1,847	1,969	6.6%
BScN: Collaborative Nursing	613	660	678	656	-3.2%
Total	11,486	11,628	12,306	12,621	2.6%
Apprenticeship	1,382	1,397	1,411	1,425	1.0%

DC's full-time post-secondary domestic enrolment, excluding Second Career and BScN students, is targeted to reach 9,946 students in fall 2019, an increase of 218, or 2.2 per cent from the previous year.

The following four programs will be introduced in 2019-2020:

PROGRAM NAME	DURATION	CREDENTIAL
Artificial Intelligence Analysis, Design and Implementation	One year	Ontario College Graduate Certificate
Carpentry and Renovation Technician	One year	Ontario College Certificate
Police Foundations (fast-track)	One year	Ontario College Diploma
Protection, Security and Investigations (fast-track)	One year	Ontario College Diploma

These new programs are projected to contribute 68 students to the fall 2019 enrolment and 59 students to the winter 2020 enrolment.

The following table presents the fall semester post-secondary domestic full-time enrolment by academic schools:

SCHOOL	ACTUAL 2018-2019	BUDGET 2019-2020	CHANGE OVER ACTUAL 2018-2019
Business, IT & Management	2,306	2,298	-0.3%
Centre for Food	315	336	6.7%
Health & Community Services	1,947	2,007	3.1%
Interdisciplinary Studies	575	580	0.9%
Justice & Emergency Services	1,388	1,403	1.1%
Media, Art & Design	1,209	1,270	5.0%
Science & Engineering Technology	849	881	3.8%
Skilled Trades, Apprenticeship & Renewable Technology	1,139	1,171	2.8%
Total	9,728	9,946	2.2%

The Second Career Program is forecasting an enrolment of 50 students compared to 53 students in the previous year. This represents a decrease of three students over fall 2018 or 5.7 per cent.

The college's international education strategy is based on the recruitment of students through a network of agents in the targeted countries. As a result of the strategy, international enrolment in fall 2019 is targeted to reach to 1,969 students as compared to 1,847 students the previous year, an increase of 122 students or 6.6 per cent.

Enrolment in the Collaborative Nursing Program between DC and Ontario Tech University is expected to decrease to 656 students in the fall 2019 compared to 678 students in fall 2018. This represents a decrease of 22 headcounts or 3.2 per cent.

Total post-secondary full-time students including second career, international, and collaborative nursing students in fall 2019 is targeted to be 12,621 which is 315 or 2.6 per cent higher than fall 2018.

A total of 1,425 apprenticeship training students are expected to attend programs at the Whitby campus. This figure is 14 students or 1.0 per cent higher than 2018-2019.

In addition, 1,000 academic upgrading, 12,000 continuing education registrants, and 2,201 secondary school students through the School-College-Work Initiative are expected for 2019-2020.

The projected enrolments for domestic and international for each of the academic semesters are as follows:

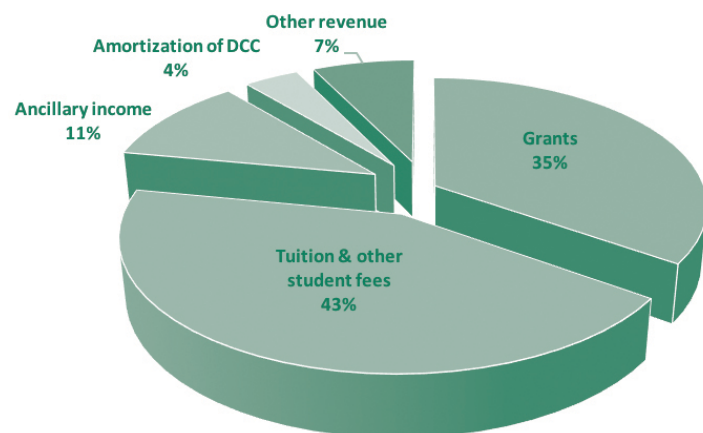
ENROLMENT	ACTUAL 2017-2018	BUDGET 2018-2019	FORECAST 2018-2019	BUDGET 2019-2020	CHANGE OVER 2018-2019 ACTUAL
DOMESTIC STUDENTS					
Summer	1,976	2,203	2,095	1,973	-5.8%
Fall	9,687	9,517	9,728	9,946	2.2%
Winter	9,179	9,523	9,712	9,893	1.9%
INTERNATIONAL STUDENTS					
Summer	281	401	528	489	-7.4%
Fall	1,087	1,384	1,847	1,969	6.6%
Winter	1,428	1,497	2,103	2,138	1.7%

The overall projected increase of full-time post-secondary domestic students over the three semesters is 1.3 per cent and 2.6 per cent for full-time international students.

Operating Budget

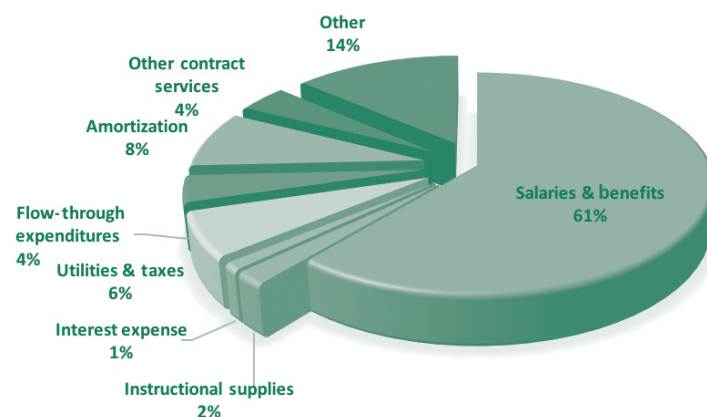
The total revenue budget for fiscal 2019-2020 is \$212 million, an increase of 2.5 per cent over 2018-2019 (\$207 million). The increased revenue is attributed to the increase in international student tuition fees due to enrolment growth. Institutional revenues include: grants, tuition, ancillary operations, amortization of Deferred Capital Contributions (DCC) and miscellaneous income.

Revenues are allocated as follows:



The total expense budget for fiscal 2019-2020 is \$212 million, of which \$129 million is allocated to salaries and benefits and \$83 million to operational expenditures, including instructional supplies, utilities and taxes, flow-through, contract services, interest, amortization and other miscellaneous expenditures.

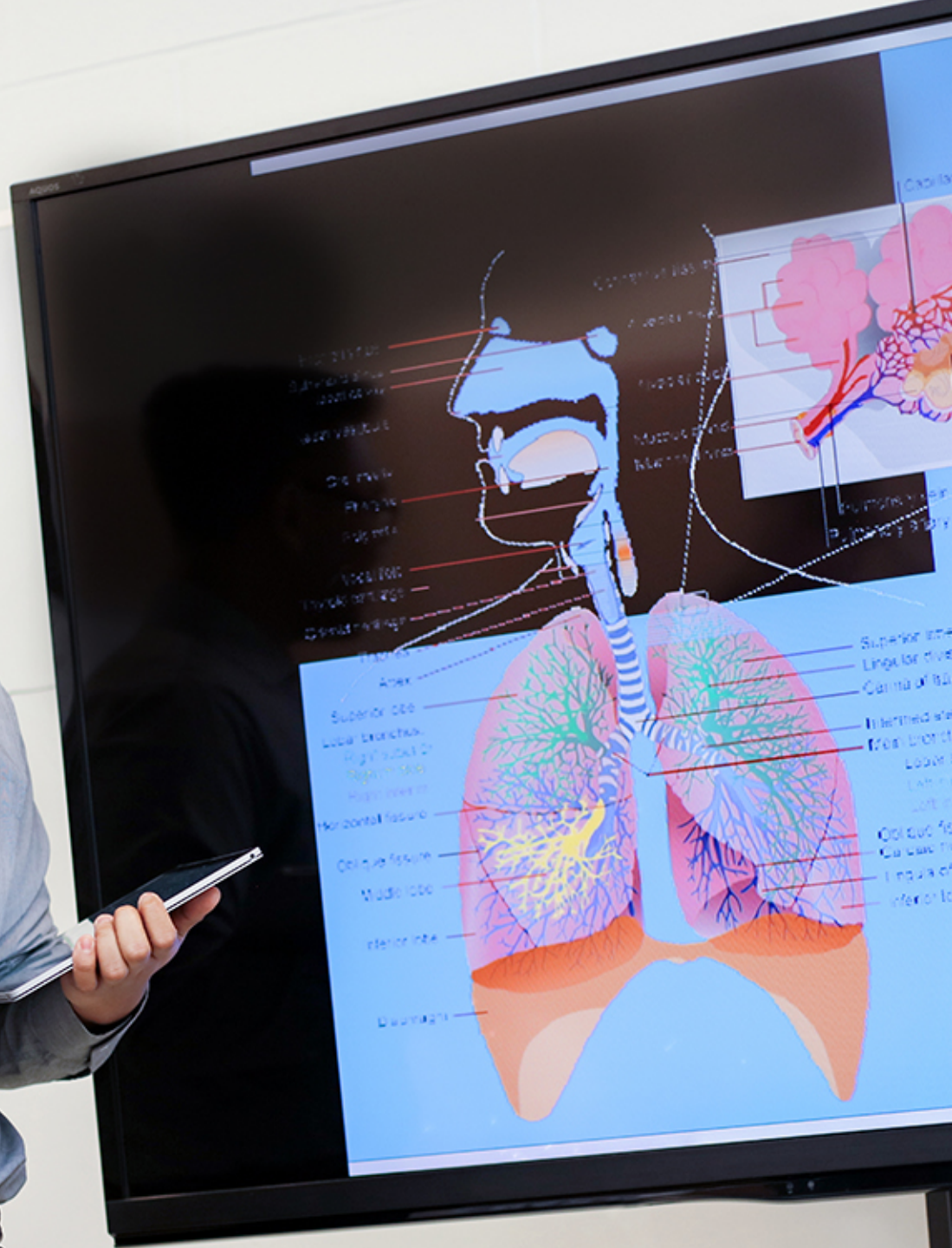
Expenses are allocated as follows:



Operating Budget Assumptions

Operating grants	Funding projected according to the revised College Funding Formula.
Tuition fees	10 per cent decrease in funded tuition fees, as mandated by MTCU on January 17, 2019.
Salaries and benefits – full-time faculty	Adjustment of 2 per cent on October 1, 2019 for collective agreement and step increases (if applicable). The current collective agreement expires on September 30, 2021.
Salaries and benefits – support staff	Adjustments for the collective agreement on September 1, 2019 of 1 per cent and 1 per cent on March 1, 2020 and step increases (if applicable). The current collective agreement expires on August 31, 2022.
Salaries and benefits – administration	Estimated adjustment for progress within pay bands based on performance and the executive compensation guidelines.





Schedule of Revenues and Expenses

The revenues and expenses of the college for the 2019-2020 Budget with comparisons to the 2017-2018 actuals and 2018-2019 forecast are presented below.

\$000's	ACTUAL 2017-2018	FORECAST ¹ 2018-2019	BUDGET 2019-2020	VARIANCE BUDGET TO FORECAST ²
Operating grants	60,203	60,441	60,307	(134)
Tuition fee revenue – domestic	36,447	39,534	36,661	(2,873)
Apprenticeship training revenue	2,905	3,034	3,084	50
International education revenue	16,267	27,148	27,141	(7)
Corporate training revenue	10,088	11,082	12,196	1,114
Other academic revenue	9,906	10,687	10,773	86
Total academic revenue	135,816	151,926	150,162	(1,764)
Academic salaries and benefits	70,916	82,993	86,010	(3,017)
Academic operating expenses	12,760	16,144	15,566	578
Total academic expenses	83,676	99,137	101,576	(2,439)
Academic contribution	52,140	52,789	48,586	(4,203)
Academic contribution margin	38.4%	34.7%	32.4%	N/A
Net funds allocated for services	(36,837)	(38,436)	(40,966)	(2,530)
Ancillary operations (net)	8,550	8,231	8,233	2
Other corporate revenues / expenses	(6,718)	2,131	(4,880)	(7,011)
Net amortization expense	(8,055)	(9,338)	(9,517)	(179)
Interest expense	(1,776)	(1,590)	(1,456)	134
Central revenues (expenses)	(7,999)	(566)	(7,620)	(7,054)
Surplus (deficit)	7,304	13,787	0	(13,787)

¹ Based on year-to-date activity and projections at February 28, 2019.

² Figures in brackets represent unfavourable variances.

Analysis of variances between the 2018-2019 forecast and 2019-2020 budget

OPERATING GRANTS:

The decrease in grant of \$134,000 (-0.2 per cent) is a result of a decrease in the funding received for second-career students. These enrolments have experienced slight decreases year over year.

DOMESTIC TUITION FEES:

The \$2.873 million (-7.8 per cent) decrease is due to the combined effect of the mandated tuition fee decrease of 10 per cent by MTCU and the small increase in enrolments projected for 2019-20.

APPRENTICESHIP REVENUE:

A small increase of \$50,000 (1.65 per cent) is estimated based on a slightly higher projected seat plan set out by Ministry over the previous year.

INTERNATIONAL EDUCATION REVENUE:

The minimal decrease of \$7,000 (-0.03 per cent) is the result of unbudgeted international project revenues which are offset by an increase in students for each semester. The overall increase of 2.6 per cent in revenues from student enrolments over the three semesters is reduced by the international student recovery fee, a tuition set-aside reserve for scholarships and bursaries and third party commissions. The 2018-2019 forecast includes \$743,000 of additional project related revenues that are excluded in the 2019-2020 budget.

CORPORATE TRAINING REVENUE:

The \$1.114 million (10.1 per cent) increase is attributable to the securing of new contracts in 2018-2019 that will continue through to 2019-2020 due to the team's effort to diversify the current clientele portfolio.

OTHER ACADEMIC REVENUE:

The \$86,000 (0.8 per cent) small increase is attributable to growing revenues from student incidental fees, as a result of the increase in domestic and international enrolments.

ACADEMIC SALARIES AND BENEFITS:

The \$3.017 million (3.6 per cent) increase in academic salaries and benefits is the result of fulfilling the current collective agreement contracts for support staff, faculty and new staff hires, to support the academic mandate for 2019-20. In addition an inflationary adjustment has been provisioned for administrative employees.

ACADEMIC OPERATING EXPENSES:

The \$578,000 (-3.6 per cent) decrease in academic operating expenses is due to a reduction of international projects and a reduction in budgets to offset the tuition decrease.

NET FUNDS ALLOCATED FOR SERVICES:

The \$2.530 million (6.6 per cent) increase is primarily due to the investment of an additional seven full-time positions to support growth on campus as well as the annualization of previous year's positions. Cost increases are also due to the inflationary salary adjustments for support staff and administrative employees and contractual obligations.



A listing of net funds for services by service area is provided below.

\$000's	ACTUAL 2017-2018	FORECAST ¹ 2018-2019	Budget 2019-2020	VARIANCE BUDGET TO FORECAST ²
Academic Support	(4,131)	(4,355)	(5,053)	(698)
Library	(1,244)	(1,394)	(1,559)	(165)
Student Affairs	(7,959)	(8,304)	(8,879)	(575)
Finance	(3,052)	(3,416)	(3,601)	(185)
Communications and Marketing	(3,099)	(2,644)	(2,490)	154
IT Services	(4,428)	(4,385)	(4,675)	(290)
Facilities	(8,030)	(8,647)	(9,072)	(425)
Human Resources	(2,157)	(2,202)	(2,276)	(74)
Campus Safety	(1,061)	(1,207)	(1,410)	(203)
President's Office, Board of Governors and the Office of Development and Alumni Affairs	(1,677)	(1,882)	(1,951)	(69)
Total	(36,837)	(38,436)	(40,966)	(2,530)

¹ Based on year-to-date activity and projections at February 28, 2019.

² Figures in brackets represent unfavourable variances.

ANCILLARY OPERATIONS:

The \$2 million (0.02 per cent) increase is primarily attributed to the following changes in ancillary operations:

- Increased residence revenues of \$136,000 (favourable)
- Decrease in food services of \$33,000 (unfavourable)
- Net new revenues from the Esports Gaming Arena of \$15,000 (favourable)
- Decreased contribution from Campus Health Centre due to approved new hires of \$120,000 (unfavourable)

NET AMORTIZATION EXPENSE:

The \$179,000 (1.9 per cent) increase is due to the annualization of the 2018-2019 capital investments and the additional capital investment for 2019-2020, which is not offset by external contributions.

INTEREST EXPENSE:

The \$134,000 (-8.4 per cent) decrease in interest expense is the result of lower interest rates obtained on recent mortgage renewals.

OTHER CORPORATE REVENUES AND EXPENSES:

The \$7.011 million (-329.0 per cent) decrease in other corporate revenues and expenses is primarily due to the following:

- Decrease in grant for supporting quality program and student outcomes (\$8 million unfavourable)
- Decrease in interest revenue (\$250,000 unfavourable)
- Decrease in salary reserves for Voluntary Retirement Incentive Plan (\$2.766 million favourable)
- Decrease in estimate for sick, maternity and professional leaves (\$211,000 unfavourable)
- Decrease in fringe benefit recovery (\$400,000 unfavourable)
- Increase in funds for one-time strategic initiatives (\$590,000 unfavourable)
- Decrease in tax recovery fees (\$325,000 unfavourable)

Risk and opportunity assessment

The primary risks initially identified in the 2019-2020 budget include:

POST-SECONDARY DOMESTIC AND INTERNATIONAL ENROLMENT

The achievement of the domestic and international post-secondary enrolment targets is dependent on certain factors that are beyond the control of the college including but not limited to, demographic trends, the state of the regional economy, and competitive factors. A 5 per cent change in domestic enrolment is calculated to have an impact of approximately \$1.48 million on the budget. A 10 per cent change in international enrolments would have a \$2.97 million impact on the budget.

OPERATING PROJECTION FOR FISCAL YEAR 2020-2021

In line with the assumptions presented below, the college projects a preliminary deficit budget for the 2020-2021 fiscal year. This deficit will be mitigated through further operating expense reductions.

Post-secondary domestic enrolment growth	0.5% increase
Operating grants	0.0% increase
Tuition fees	0.0% increase

Schedule of operating revenues and expenses

\$000's	FORECAST ¹ 2018-2019	BUDGET 2019-2020	PROJECTION 2020-2021
Total academic revenues	151,926	150,162	152,669
Total academic expenses	99,137	101,576	103,835
Academic contribution	52,789	48,586	48,834
<i>Academic contribution margin</i>	<i>34.7%</i>	<i>32.4%</i>	<i>32.0%</i>
Net funds allocated for services	(38,436)	(40,966)	(42,233)
Central revenues (expenses)	(566)	(7,620)	(10,809)
Surplus (deficit)	13,787	0	(4,208)

¹ Based on year-to-date activity and projections at February 28, 2019.



Capital expenditures budget

	\$000's	FORECAST 2018-2019	BUDGET 2018-2019	BUDGET 2019-2020
AVAILABLE FUNDING	College Equipment Renewal Fund (CERF)	1,927	312	312
	Facilities Renewal Program (FRP)	1,286	604	604
	Apprenticeship Enhancement Fund (AEF)	591	591	591
	OPG donation (in-years)	266	266	266
	OPG carry-forward donation	154	154	0
	Other capital donations	108	80	0
	Greenhouse Gas (GHG) Campus Retrofits Program	9,135	9,135	0
	GGRP Non-Participant Grant	1,453	1,453	0
	Low Carbon Building Skills Fund	200	200	0
	W. Garfield Weston Foundation	0	0	1,000
	Capital reserve – internally restricted	10,906	3,500	6,420
	CRWC reserve (flow-through)	2,403	2,474	3,467
	Residence reserve (flow-through)	340	100	100
	Total available funding	28,769	18,869	12,760
CAPITAL EXPENDITURES	Academic	1,309	1,313	1,593
	Academic (funded through donations)	439	500	1,266
	Apprenticeship projects (AEF)	600	591	591
	Total academic	2,348	2,404	3,450
	Other services	116	233	117
	Total services	116	233	117
	Total IT	2,071	2,169	2,312
	Renovations	14,327	6,050	5,675
	Road upgrade, parking and signage	226	226	860
	Deferred maintenance	1,828	2,481	2,665
	Classroom and lab refresh	841	820	586
	GHG campus retrofits	11,718	10,588	1,000
	Total facilities	28,940	20,165	10,786
	CRWC renovations	2,403	2,474	3,467
	Residence renovations	340	100	100
	Total flow-through	2,743	2,574	3,567
	Accessibility pool	50	100	65
	Contingency	0	150	150
	Unbudgeted projects	1,281	0	0
	Total capital expenditures	37,549	27,795	20,447
	Funded from college resources	(8,780)	(8,926)	(7,687)

The total funding is projected at \$12.8 million for 2019-2020.

The total proposed capital expenditures for fiscal 2019-2020 is \$20.5 million for annual renovations and infrastructure investments with \$2.8 million financed through external funding. The balance is funded through non-cash adjustments from operations, the Campus Recreation and Wellness Centre (CRWC) deferred revenues of \$3.5 million, residence reserves of \$0.1 million and \$6.4 million from the internally restricted capital reserve.

Planned capital expenditures for 2019-2020 include the following:

School of Skilled Trades, Apprenticeship & Renewable Technology	HVAC/Gas Technician shop equipment upgrade.
School of Media, Art & Design	Media loans inventory refresh, media tower renewal and renovation to photo/video studio.
School of Business, IT & Management	Network storage server upgrade and spa equipment.
School of Justice & Emergency Services	FLST lab refresh, SimBaby and breathing apparatus tanks.
School of Health & Community Services	Practical Nursing equipment, dental clinic equipment.
School of Science & Engineering Technology	Full hydraulic training packages, science lab refresh, Mechanical Engineering Technology and Mechanical Engineering Technician program equipment replacement and Mechanical Engineering – Non-Destructive Evaluation equipment refresh.
Centre For Food	Horticulture Technician/Horticulture – Food and Farming programs equipment and kitchen equipment refresh.
Student services and general administration	Renovation of upper and lower G-wing hallway corridors outside of gymnasium, new chiller for CRWC, recruitment booth upgrades, wayfinding and internal branding.
Information Technology	Upgrade of the Banner servers, completion of Banner 9 upgrade, Wi-Fi upgrade, network switch life cycle refresh, AV upgrades, computer equipment and lab refresh.
Ancillary operations	W. Galen Weston Centre for Food parking renovation and Founders Lot 5 paving extension.
Facilities renewal projects	Continuing roof maintenance, ventilation hood for welding shop, lighting retrofits, fire panel modernization and completion of the geothermal initiative.
General renovation projects	Renovations to the D-wing and second floor of Simcoe Village residence.

The total of \$20.5 million of 2019-20 capital projects includes the completion and carry-forward of the Simcoe Village renovation that is funded from internally restricted capital reserve.



The capital expenditures currently planned for fiscal year 2020-2021 include the planning and design for continued renovations at the Oshawa and Whitby campuses of \$2.0 million, \$0.6 million for ongoing deferred maintenance and \$0.75 million for the IT lab and faculty laptop refresh. The balance of the 2020-2021 capital expenditures will be planned during the preparation of the 2020-2021 budget.

CASH FLOW PROJECTION

Cash flow from operations is estimated to be sufficient to pay for continuing operations and the planned capital expenditures.

The following table shows the budgeted cash flow change for the 2019-2020 fiscal year.

\$000's	2019-2020	COMMENTS
Beginning cash position ¹	29,441	
Cash flow from operations	0	Surplus from operating net contribution.
Cash flow from operations	10,823	Impact of adding back non-cash amortization expense and vacation accrual.
Investing activities	(20,447)	2019-2020 capital expenditures.
	(1,897)	CFCE landscaping.
Deferred contributions	12,760	Deferred capital contributions and restricted contributions for capital.
Re-payment of long-term debt	(3,808)	Outflow for principal payment on long-term loans.
Net In-Year Cash Flow	(2,569)	
Ending Cash Position ²	26,872	

¹ Projected March 31, 2019 ending balance. Excludes \$10 million in short-term investments.

² Projected March 31, 2020 ending balance. Excludes \$10 million in short-term investments.

Conclusion

DC is presenting a balanced budget for 2019-2020 despite tuition fee and operating grant reductions, increased labour costs and enrolment challenges. The college is committed to maintaining financial sustainability, as is evident through its fifth consecutive balanced budget. The primary factor behind this achievement is the continuing collaboration among the academic and service areas to create efficiencies to increase revenues and reduce expenses.

The budget targets are tight but achievable. The principal objective is to expand the operating activities of the college and enhance the academic quality and occupational relevance of the academic programs where possible. The budget allows for the continuation of all existing academic programs and the introduction of four new programs. It also supports the college's business plan priorities for 2019-2020.

The college's budget was constructed to support the operating requirements and key strategic priorities that deliver results for improved student learning and success. The 2019-2020 budget targets a total of 12,621 full-time enrolments, an increase of 2.6 per cent over 2018-2019. The biggest risk associated with the budget is the achievement of domestic and international enrolment targets. As such, funding has been allocated for strategic and leadership initiatives, recruitment and new program development.

The proposed capital budget provides \$20.5 million for capital expenditures, including an investment in academic resources, IT, and ongoing infrastructure improvements. Of this amount \$2.8 million will be funded from external sources and the remaining \$17.7 million will be funded from the operational cash flow of the college and internal capital reserves.

The projected cash flow indicates that the college will be able to sustain its operations without requiring additional external financing. As well, the college will be able to further reduce its previous long-term borrowing by \$3.8 million in 2019-2020.



