



CAMBRIAN
COLLEGE



BUSINESS PLAN

2022-2023

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The 2022-23 Business Plan is available for download
at cambriancollege.ca



Our **COMMITMENT**

Postsecondary education today is in a constant state of evolution, and Cambrian intends to lead. Cambrian's new five-year strategic plan is built on the unwavering foundation of its commitments to:

- 1 Student success**
- 2 Fiscal responsibility**
- 3 Our people and our service culture**
- 4 Organizational performance**

Our **MISSION,** **VISION,** and **VALUES**

Cambrian's plan is anchored in our Mission, Vision, and Values that underscore and depict the College's aspirations for its future.

Mission

- To offer a comprehensive program of career-oriented, postsecondary education and training to assist individuals in finding and sustaining meaningful employment.
- To meet the needs of employers and the changing work environment.
- To support the economic and social development of our diverse community, locally and globally.

Vision

- Our vision is to imagine the impossible, to inspire one another and to innovate in ways we have yet to fully explore. To envision the impossible and work together to achieve what we envision.

Values

- Innovation • Respect • Collaboration • Excellence





Our **GOAL** and **OBJECTIVES**

Cambrian College's Strategic Plan 2020–2025 is visionary. Broad in its reach, it stretches beyond what is necessary to what is possible, and even, what is seemingly implausible. It is not constrained by simply what is straightforward or practically realistic. It is built with the intention of redefining and changing lives and communities defined by one singular goal – **To be the college of choice for our differentiated academic opportunities, exceptional college experience, and our valuable partnerships.**

To achieve this, Cambrian will focus on 8 core objectives.

- 1 Excel in Teaching and Learning**
- 2 Modernize the College**
- 3 Think Globally**
- 4 Respect Indigenous Cultures**
- 5 Advance Applied Research**
- 6 Enhance College Wellness**
- 7 Promote a Sustainable Campus**
- 8 Grow and Steward Industry Partnerships.**

ACTIONING our Objectives

1.0 Objective

EXCEL IN TEACHING AND LEARNING by leading the way in pedagogy, teaching models and learning modes, including flexible, traditional, hybrid and online approaches that meet the diverse needs of modern learners.

- 1.1 Implement revitalized college-level outcomes that flow from the College's Strategic Plan
- 1.2 Fully implement quality assurance model for virtual learning
- 1.3 Secure funding to expand health related simulations
- 1.4 Increase opportunities for study abroad and international work integrated learning opportunities
- 1.5 Increase flexible learning and micro-credentials through Continuing Education
- 1.6 Receive approval for Honours Bachelor Business Administration degree and three year Bachelor Business Administration degree
- 1.7 Submit two additional degree proposals for MCU and PEQAB approval
- 1.8 Explore expanded credentials
- 1.9 Expand Scholarship of Teaching and Learning projects
- 1.10 Host transfer credit events to promote Cambrian pathways
- 1.11 Advance Equity, Diversity and Inclusion in teaching and learning

2.0 Objective

MODERNIZE THE COLLEGE by considering learning spaces and gathering spaces that reflect the ever-changing world around us.

- 2.1 Develop a Digital Modernization/Transformation Plan
- 2.2 Action the Campus Modernization Plan

3.0 Objective

THINK GLOBALLY by rethinking the borders of education and the partnerships that enable it.

- 3.1 Expand partnership reach across the globe to enhance student exchange opportunities
- 3.3 Enhance the international diversification strategy
- 3.4 Work toward a national expansion of corporate training
- 3.5 Create a short-term program offering that has global interest

4.0 Objective

RESPECT INDIGENOUS CULTURES by celebrating the richness of Indigenous culture on campus and continuing to listen and grow together

- 4.1 Progress through the phases of construction of Indigenous themed classrooms
- 4.2 Use evidence-based research to identify and increase Indigenous student success.
- 4.3 Enhance Indigenous culture in our residences.
- 4.4 Launch a pre-arrival orientation program for Indigenous students.
- 4.5 Partner with College Boreal and Laurentian University to further develop a safe community of support for Indigenous learners.
- 4.6 Implement the next steps in Cambrian's response to the TRC Calls to Action in the ongoing process toward advancing reconciliation
- 4.7 Modernize the space adjacent to the Cambrian Indigenous Student Circle

5.0 Objective

ADVANCE APPLIED RESEARCH by building strong and productive relationships, innovating with industry partners and keeping pace with sector-specific, technological, and workforce changes to further its evolution as a research-intensive College.

- 5.1 Support the development of a northern Artificial Intelligence/Cybersecurity Hub.
- 5.2 Establish Industrial Research Chair.
- 5.3 Expand research and development services into other sectors.
- 5.4 Secure capital opportunities to expand research capacity to meet industry needs

6.0 Objective

ENHANCE COLLEGE WELLNESS by naming and embracing well-being as an important, stand-alone strategic priority for the entire Cambrian community – students, faculty and staff.

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|-----|---|
| 6.1 | Finalize the Cambrian Wellness Framework. |
| 6.2 | Introduce a Diversity and Inclusion speaker (one) |
| 6.3 | Introduce a Cambrian President's Wellness Speaker (one) |
| 6.4 | Implementation of Work from Home Policies |
| 6.5 | Review all policies and procedures through a lens of health and wellness. |
| 6.6 | Launch the Canadian Campus Wellness Survey |
| 6.7 | Deploying staff wellness survey |
| 6.8 | Develop an EDI action plan |
| 6.9 | Open Pride Room and an All-Faith Spiritual Room |

7.0 Objective

PROMOTE A SUSTAINABLE CAMPUS by going beyond expectations and considering the environment in every aspect of our work, from straightforward tactics like electricity management and waste diversion, to targeted programs, learning strategies and curriculum outcomes.

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|-----|---|
| 7.1 | Identify and secure capital funding opportunities for projects dedicated to reducing carbon footprint through renewable energy. |
| 7.2 | Engage Cambrian community in helping to identify sustainable practices on campus |
| 7.3 | Install Battery Electric Vehicle charging stations to support an environmentally conscious community |

8.0 Objective

GROW AND STEWARD INDUSTRY PARTNERSHIPS by strengthening the economic and social fabric of the communities we serve, and extending our experience, expertise and services across our province.

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|-----|--|
| 8.1 | Develop and implement a partner engagement plan including alumni, community and government. |
| 8.2 | Implement a WIL strategy to engage employers and partners. |
| 8.3 | Develop organizational readiness model and campaign feasibility study assessing Cambrian's modernization plan. |
| 8.4 | Create a sustainable major gift fundraising strategy in alignment with Cambrian's modernization plan. |
| 8.5 | Revitalize Continuing Education to incorporate community. |

BUDGET Overview

Cambrian's Board of Governors approved a balanced budget for 2022/2023

Assumptions

Below are some of the assumptions that were used in the 2022/2023 budget:

Revenues

- Grant projections were based on the College Funding Framework including the estimated performance related to the Strategic Mandate Agreement metrics.
- Domestic Tuition fee rates remained frozen in accordance with the Tuition Fee Framework.
- International Tuition fee rates were increased by 3% as approved by the Board of Governors.
- Enrolment projections included flat enrolment from the previous year in domestic enrolment. International enrolment was budgeted based on the progression of current students and new international students in Spring (200), Fall (400), and Winter (200) terms.
- Other and ancillary incomes including parking, residence and contract training were adjusted to reflect increased on campus activity in the Fall.

Expenses

- Labour expenses were estimated as required to meet expected enrolment levels and in accordance with the College's various contracts and to reflect movements through pay grids.
- Other expenses were increased to reflect expected inflation, increased campus activity, and reinstatement of travel, professional development and special events. Investments were able to be made in a number of areas including IT cyber security, placement support, and a website refresh.

External Factors

There are external challenges present in the post-secondary environment that either currently impact or could impact our results.

1. *Domestic and International enrolment*

The 2022/23 budget includes estimates for both domestic and international enrolment. The pandemic may continue to have an impact on international enrolment for the 22/23 budget year.

2. *Inflation*

The College has adjusted the budget to account for the increase in inflation that is expected to be seen in the coming fiscal year.

Financial Commentary

For the 2022/2023 budget year, the College was able to balance the budget due to expected increase in international enrolment and other revenue sources. For 2022/23 due to previously accumulated surpluses and capital grants received, the College will be able to invest approximately \$10.7M in various priorities including deferred maintenance and campus modernization, academic teaching and learning equipment and space, information technology upgrades, and an externally funded Battery Electric Vehicle Lab

The focus in the next year will be to continue to achieve financial sustainability as the College returns to on-campus activity.

2022-2023 BUDGET

**Cambrian College
Statement of Financial Position
2022/23 Budget**

	Balance
111 - Cash and Cash Equivalents – Unrestricted	\$ 109,031,583
11 - Cash and Cash Equivalents	109,031,583
121 - Accounts Receivable	6,774,523
12 - Accounts Receivable	6,774,523
142 - Inventory for Consumption	63,629
143 - Short Term Investments	5,591,649
149 - Other Current Assets	4,973,744
14 - Other Current Assets	10,629,022
161 - Land	159,066
162 - Site Improvements	3,263,745
163 - Buildings	146,105,504
164 - Furniture and Equipment	19,393,567
16 - Tangible Capital Assets	168,921,882
172 - AA Site Improvements	(1,515,429)
173 - AA Buildings	(70,169,633)
174 - AA Furniture and Equipment	(10,627,744)
17 - Tangible Capital Assets Accumulated Amortization	(82,312,807)
181 - Long Term Receivable	1,341,126
18 - Long Term Receivable	1,341,126
191 - Long Term Investments	8,823,308
19 - Investments and Other Long Term Assets	8,823,308
1 - ASSETS	223,208,638
221 - Accounts Payable and Accrued Liabilities	(14,848,651)
222 - Accrued Interest	(12,980)
223 - Current Portion of Long Term liabilities	(1,525,678)
22 - Accounts Payable and Accrued Liabilities	(16,387,309)
231 - Deferred Revenue	(4,906,767)
232 - Deferred Tuition Revenue	(68,530,376)
23 - Deferred Revenue	(73,437,143)
241 - Restricted Contributions	(5,066,122)
24 - Restricted Contributions	(5,066,122)
251 - DCC	(47,502,876)
25 - Deferred Capital Contributions	(47,502,876)
261 - Capital Leases	(881,264)
26 - Capital Leases	(881,264)
271 - Other Debt	(7,673,083)
272 - Fee-Supported Debt	(1,178,034)
27 - Debt	(8,851,117)

292 - <i>Obligation for Postemployment Benefits and Compensated Absences</i>	(2,222,000)
299 - <i>Derivatives and Other Long Term Liabilities</i>	(167,312)
29 - Other Long Term Liabilities	(2,389,312)
2 - LIABILITIES	(154,515,143)
311 - <i>Unrestricted Net Assets</i>	(2,612,281)
31 - Unrestricted Net Assets	(2,612,281)
321 - <i>Internally Restricted Net Assets</i>	(25,560,563)
32 - Internally Restricted Net Assets	(25,560,563)
331 - <i>Investment in Capital Assets</i>	(29,258,704)
33 - Investment in Capital Assets	(29,258,704)
37108 - <i>Endowments - MTM CY</i>	
371 - <i>Endowments</i>	(8,676,059)
37 - Endowments	(8,676,059)
381 - <i>Accumulated Remeasurement Gain and Losses</i>	(2,585,888)
38 - Accumulated Remeasurement Gain and Losses	(2,585,888)
3 - NET ASSETS	(68,693,495)

**Cambrian College
Statement of Operations
2022/23 Budget**

	Balance
411 - Grant Revenue Operating	36,611,880
414 - Amortization of Deferred Capital Contributions	2,549,312
41 - Grant Revenue	39,161,192
431 - Tuition Fee – Domestic	13,904,803
433 - Tuition – International	25,788,244
434 - Apprenticeship Classroom Fee	120,000
439 - Student Ancillary Fees	2,591,692
43 - Tuition Fees	42,404,739
451 - Educational Services - Contractual	463,500
453 - Private Partnerships Revenue	61,588,712
45 - Educational and Other Fees for Services	62,052,212
461 - Ancillary Revenue	5,447,995
46 - Ancillary Revenue	5,447,995
499 - Other Revenue	1,970,304
49 - Other Revenue	1,970,304
4 - REVENUE	151,036,442
511 - Salaries - Full Time and Partial Load Academic	25,229,588
512 - Salaries - Part Time and Sessional Academic	5,093,828
513 - Salaries - Support Staff	15,668,256
514 - Salaries - Administrative Staff	9,468,593
51 - Salaries and Wages	55,460,265
521 - Benefits - Full Time and Partial Load Academic	2,708,959
522 - Benefits - Part Time and Sessional Academic	564,565
523 - Benefits - Support Staff	2,690,630
524 - Benefits - Administrative Staff	1,140,985
525 - Pension Plans	5,735,344
52 - Employee Benefits	12,840,483
531 - Transportation and Communication	1,792,986
53 - Transportation and Communication	1,792,986
541 - Services	60,368,916
542 - Utilities and Maintenance	7,626,104
543 - Rental Expenditures	388,849
54 - Services	68,383,869
551 - Supplies and Minor Equipment	2,593,263
55 - Supplies and Minor Equipment	2,593,263
561 - Ancillary Expenditures	152,230
56 - Ancillary Services - Expenditures	152,230
571 - Amortization Expense	4,511,816
57 - Amortization Expense	4,511,816
591 - Interest and Insurance Expenses	1,469,887
599 - Other Expenses	3,831,643
59 - Other Expenditures	5,301,530
5 - EXPENSES	151,036,442

Cambrian College
Capital Asset Budget/Forecast
2022/23 Budget

	2021-22	2022-23	2023-24 Forecast	2024-25 Forecast	2025-26 Forecast	2026-27 and thereafter
16101 - Land - OB	159,066	159,066	159,066	159,066	159,066	159,066
161 - Land	159,066	159,066	159,066	159,066	159,066	159,066
16201 - Site Improvements - OB	2,973,745	2,973,745	3,263,745	3,263,745	3,263,745	3,263,745
16202 - Site Improvements - Additions		290,000				
162 - Site Improvements	2,973,745	3,263,745	3,263,745	3,263,745	3,263,745	3,263,745
17201 - AA Site Improvements - OB	(955,433)	(1,245,145)	(1,515,429)	(1,771,856)	(2,025,323)	(2,278,790)
	(289,712)	(270,284)	(256,427)	(253,467)	(253,467)	(253,467)
17202 - AA Site Improvements - Current Year Amortization						
172 - AA Site Improvements	(1,245,145)	(1,515,429)	(1,771,856)	(2,025,323)	(2,278,790)	(2,532,257)
SITE IMPROVEMENT - NET BOOK VALUE	1,728,600	1,748,316	1,491,889	1,238,422	984,955	731,488
16301 - Buildings - OB	130,027,054	138,311,182	146,105,504	148,105,504	150,105,504	152,105,504
16302 - Buildings - Additions	8,284,128	7,794,322	2,000,000	2,000,000	2,000,000	2,000,000
163 - Buildings	138,311,182	146,105,504	148,105,504	150,105,504	152,105,504	154,105,504
17301 - AA Buildings - OB	(64,541,633)	(67,405,351)	(70,169,633)	(72,960,353)	(75,800,068)	(78,639,783)
17302 - AA Buildings - Current Year Amortization	(2,863,718)	(2,764,282)	(2,790,720)	(2,839,715)	(2,839,715)	(2,839,715)
173 - AA Buildings	(67,405,351)	(70,169,633)	(72,960,353)	(75,800,068)	(78,639,783)	(81,479,498)
BUILDINGS- NET BOOK VALUE	70,905,831	75,935,871	75,145,151	74,305,436	73,465,721	72,626,006
16401 - Furniture and Equipment - OB	16,133,651	16,948,526	19,393,567	20,393,567	21,393,567	22,393,567
16402 - Furniture and Equipment - Additions	814,875	2,445,041	1,000,000	1,000,000	1,000,000	1,000,000
164 - Furniture and Equipment	16,948,526	19,393,567	20,393,567	21,393,567	22,393,567	23,393,567
17401 - AA Furniture and Equipment - OB	(7,690,137)	(9,150,494)	(10,627,744)	(12,226,552)	(13,944,968)	(15,663,384)
17402 - AA Furniture and Equipment - Current Year Amortization	(1,460,357)	(1,477,250)	(1,598,808)	(1,718,416)	(1,718,416)	(1,748,416)
174 - AA Furniture and Equipment	(9,150,494)	(10,627,744)	(12,226,552)	(13,944,968)	(15,663,384)	(17,411,800)
FURNITURE & EQUIPMENT - NET BOOK VALUE	7,798,032	8,765,823	8,167,015	7,448,599	6,730,183	5,981,767
NET TANGIBLE CAPITAL ASSETS	80,591,529	86,609,076	84,963,121	83,151,523	81,339,925	79,498,327
TOTAL ACQUISITIONS	9,099,003	10,529,363	3,000,000	3,000,000	3,000,000	3,000,000
TOTAL AMORTIZATION	(4,613,787)	(4,511,816)	(4,645,955)	(4,811,598)	(4,811,598)	(4,841,598)

CONCLUSION

The Business Plan for 2022-2023 represents the collective efforts of all College stakeholders. The Business Plan was prepared in a fiscally responsible manner and includes performance targets and outcomes in order to hold the College accountable for meeting its strategic goals.

Through the successive years of its strategic plan, Cambrian will continue to track and assess its progress towards achieving its objectives.



CONTACT Us

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In accordance with Section 8 of O. Reg.34/03 under the *Ontario Colleges of Applied Arts and Technology Act, 2002*, Cambrian College of Applied Arts and Technology is pleased to present its 2019-20 Business Plan.