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Executive Summary

About Olds College

Since we first opened our doors in 1913, Olds College has provided quality education and training to launch successful careers for many generations of learners. With pride, Olds College can link the values that underpinned the first course offerings of the Olds School of Agriculture and Home Economics in 1913 to those reflected in courses offered 96 years later.

The focus and priority of Olds College has always been on the success of our students. Small classes, customized training, continuing education and an emphasis on hands-on training continue to be characteristic features of courses offered today. This continuity has been coupled with change to address changing learner needs and to reflect today's economic environment. Where students once studied field husbandry, domestic science and farm mechanics, they now pursue post-secondary education in such fields as horticulture, animal science, land administration, business administration and fashion.

The College, through its campus in Olds and the transitional Calgary Campus, offers certificates, diplomas and applied degrees in business management and production and technical careers in agriculture, horticulture and land management. In addition, the College offers other programs in a variety of formats for the learning needs of the greater community. The College is preparing to meet the emerging needs of students through the construction of the Community Learning Campus and the Canadian Equine Centre of Innovation. The College has partnered with Bell Canada to meet untold opportunities for distributed distance learning and community-based education.

Olds College is a Board-governed institution and operates under the authority of the *Post-secondary Learning Act*. The reputation of Olds College has helped to attract learners and industry partners for many decades. We know that our reputation is one of the cornerstones of the College. The implementation of this Business Plan is a continuation of our commitment to our Vision:

Olds College shall be the premier Canadian integrated learning and applied research community specializing in agriculture, horticulture, land and environmental management.

Goals and Performance Measures

Encompassed in this Business Plan are five goals and their accompanying strategies and expected outcomes. These goals reflect the College's ambitious plans during the next four years:

- 1. Create academic centres of excellence***
- 2. Implement regional programming and increase credit continuing education offerings***
- 3. Increase applied research activity***
- 4. Create institutional agility***
- 5. Create environmental, social and economic sustainability***

Budget

This budget was prepared using Olds College’s budgeting principles and involved extensive input and consultation with the academic schools and support divisions. It was developed in an environment where our situational realities are rapidly changing. During the four years of this business plan, we will experience the elimination of grant increases, reduced growth of other revenues and ongoing cost pressures. These situational realities are compounded by small student cohorts, aging facilities and the need for specialized faculty and staff.

The College will respond to the changing environment by developing a plan that will transition to lower cost structures and by implementing a new business model that encompasses a leaner organizational structure. Implementation of this new business model is essential to fulfill our fiduciary responsibilities, to position the College to respond to emerging learner needs and increase our institutional agility.

The 2009/2010 budget projects revenues of \$46 million and a 1% operating surplus. The preparation of this budget required that we secure incremental revenues and achieve material cost reductions. Cost reductions include decisions not to staff vacant positions, reductions of temporary staff budgets and reductions of operating budgets. Implementation of the new business model will commence in 2010/2011 and will include reducing our staff complement to achieve a leaner organizational structure. This business model will include continued cost containment measures and identification of incremental revenues. Through these processes, we will overcome the anticipated 8% operational deficiency that would otherwise be encountered during the four years of this business plan.

Our multi-year budget plan will result in small operating surpluses ranging between 1% and 3%. This business plan will implement changes that will create an agile and sustainable College structured for success in a tighter fiscal environment. It will ensure the continued excellence of Olds College and the preservation of our core programs and services. In this era of excellence, we remain committed to the strategic process outlined in this budget, to fulfill our fiduciary responsibilities, and to achieve our stated goals.

Highlights	Goals				
	1	2	3	4	5
Sustaining core programs and services	✓	✓			
Increased funding for program development	✓	✓		✓	
Implementation of the Community Learning Campus program plan	✓	✓			✓
Alignment with the principles of the Roles and Mandates Policy Framework	✓	✓	✓		
Implementation of a Regional Stewardship model	✓	✓			
Budgets that that effectively respond to rapidly changing situational realities	✓	✓	✓	✓	✓

Institutional Access Plan

The Ministry's Roles and Mandates Policy Framework has resulted in a revised process as to how the College amends program offerings to meet learner needs. All Colleges must create an Institutional Access Plan which will become integrated into the Ministry's Alberta Access Planning Framework. The intent of Olds College's Institutional Access Plan is to tie program offering goals to learner needs. Specifically, the plan details program development and enrolment management processes.

Under the Roles and Mandate Policy Framework, Olds College is categorized as a Comprehensive Community Institution with a mandate to provide services to the Central Alberta Region. This regional mandate is shared with Red Deer College. Olds College and Red Deer College will develop a joint planning framework and a common Regional Access Advisory Committee to identify regional learner needs. Program offerings to meet these needs will be encompassed in our respective Institutional Access Plans. The two colleges also will create the Central Alberta College-Community Partnership to collectively provide services to the region's communities through the establishment of Community Engagement Sites. Each site will be connected to the SuperNet and equipped with an array of broadband technology including high definition video conferencing equipment. The establishment of these sites and the use of this technology will enable a broad range of community-based program offerings by creating enrolment critical masses.

Olds College's first Institutional Access Plan was submitted in December 2008. Encompassed in this plan were proposed new and expanded program offerings for the College's Olds and Calgary campuses. Implementation of this plan is subject to Ministry approval and available program delivery funding. The academic plan for the College will also be adjusted for a number of low enrolment programs. Highlights of the Institutional Access Plan are:

Approved 2009/2010 Programs:

<ul style="list-style-type: none">• Acceptance of the second intake of the Business Administration Diploma and the establishment of an accounting major
<ul style="list-style-type: none">• Acceptance of an Equestrian Coaching major within the Equine Science diploma and expanded equine continuing education programming
<ul style="list-style-type: none">• Offering of a new Meat Processing Certificate and Meat Industry Management Certificate
<ul style="list-style-type: none">• Reconfigured Agriculture Management Diploma to provide graduates with maximum career flexibility, and
<ul style="list-style-type: none">• Addition of a Rural Land Use Planning major within the Land and Water Resources Diploma.

New Programming Development:

<ul style="list-style-type: none">• Increased Equine Science and Advanced Farrier seats and program offerings
<ul style="list-style-type: none">• Enhanced Business program options including certificate and applied degree programs
<ul style="list-style-type: none">• Revised Horticulture program majors and a learner pathway to University of Alberta baccalaureate degrees
<ul style="list-style-type: none">• Increased pre-employment trades training within the CLC Partnership and expanded apprenticeship program offerings.

Capital Projections

Achievement of Olds College's goals depends upon execution of our capital plan. This plan prepares the College to address evolving training needs, enhance student access, and enhance rural services. This plan has two main facility components:

- Restoring and preserving existing facilities
- New construction:
 - Completion of the Community Learning Campus
 - Completion of the Canadian Equine Centre of Innovation at the Olds campus, and the
 - Expansion of the Olds campus Botanic Garden to incorporate a series of water treating wetlands.

The development and implementation of a multi-year deferred maintenance plan will extend the life of aging facilities and avoid significantly higher costs in the future. This plan will be developed in conjunction with Alberta Advanced Education and Technology, and Alberta Infrastructure. Implementation of the plan will be subject to the availability of funding.

Tuition Projections

The Board of Governors approved an average 4.1% tuition fee increase for the 2009/2010 academic year. This increase complies with the Government of Alberta's new Tuition Fee Policy which ties tuition increases to inflation rates. The College is also undertaking a curriculum reform exercise. Associated with this exercise is a revision to the method by which credits are calculated. However, the cost of tuition for students will not change as a result of either the curriculum reform or the revised credit calculation.

	Certificate and Diploma Courses	Applied Degree Courses
Courses with historical credit calculation	\$66.20 per credit	\$70.32 per credit
Courses with revised credit calculation	\$132.40 per credit	\$140.64 per credit

1.0 Institutional Context

1.1 Key Opportunities and Challenges

For Olds College to continue to enable its learners to exceed market requirements, it must be visionary, proactive and strategically positioned in its changing marketplace. This conclusion is based on the following situational realities:

Global Customers and Consumers

The ability to understand and react to demographic realities will largely define the future success of the agriculture, food and beverage industries. Trade policies and trade barriers within the wealthiest countries have an extremely significant impact on the economic health of exporting countries. Consumer influence within these countries can have a further impact on trade, positive or negative, and has increased to the levels where the consumers are driving the economic processes previously controlled by producers.

Knowledge-based Economy

Olds College has a major set of challenges related to the rapidly changing labour market in Alberta. Increasing unemployment and the loss of many jobs for unskilled worker underscores the importance of life-long learning and flexible program deliveries. The development of a skilled workforce is imperative for the province to develop a knowledge-based economy. Education, innovation and competitiveness are the building blocks of the development of this new economy.

Rural Economic Development

Rural Alberta is losing its highly qualified population at an increasing rate. Recent graduate outcomes research shows that fewer than 3% of Olds College graduates are employed locally, while nearly 30% found employment in Calgary. Olds College, along with other rural colleges, is planning to meet this challenge head on. The Community Learning Campus has the potential to create a system which retains and enhances the supply of qualified and well-trained rural residents. We will be pursuing the opportunity to integrate secondary and post-secondary activity to increase the participation rate of rural youth in post-secondary education to the provincial average and beyond.

Research and Innovation

Olds College is committed to promoting the visibility and understanding of research and innovation in a rural environment. Innovation has always been a driving force in economic growth and social development, and it is the key to improving productivity. This reality applies to agriculture and the other land-based industries that are a focal point for Olds College. The College continues to focus its research activities in sustainable agriculture with a heavy focus on waste management and bio-fuel reduction.

Economic Slow-down

The current economic slow-down and the investment market turmoil has had an impact on the provincial government and the post-secondary sector. Reduced revenue streams for the government have resulted in the elimination of some grants. Operating budgets will be impacted by reductions in annual grant increases. Volatile investment markets have resulted in the post-secondary sector incurring material investment losses and reduced endowment revenues. These economic impacts will result in increasing budget constraints and the need to implement innovative and proactive solutions.

Demographics and Canadian Agriculture

An aging population, industry consolidation and a declining number of farms appear to be structural realities. The number of young farmers is also declining in Canada. Potential new farmers can be enticed to the industry if new opportunities provide the professional, income and lifestyle options that they seek. Commercial farms will have an increasing demand for high-level managerial skills, and producers will be seeking innovative, flexible and time-effective solutions to enhance and maintain their skills. In Canada, farms have increased in size and complexity through continuous industry consolidation. Olds College is addressing these emerging needs through program enhancement, advisory committees, increased on-line learning initiatives, and through the development of a series of professional certificates in highly specialized areas of agricultural training.

Oil and Gas Land Management

In recent years we have encountered significant price volatility for crude oil. Recent lower prices have resulted in the delay of many planned oilsands initiatives. Alberta's oil and gas sectors are encountering a number of issues related to land management. These issues include intense competition for surface land access, mergers, acquisitions, rapid changes in technology and increasing expectations for environmentally sustainable practices. These challenges are coupled with ever-increasing demands for reclamation of oil and gas sites, continually evolving regulatory requirements and tremendous challenges associated with trying to staff the growth in these fast-paced industries. Opportunities exist to offer additional on-line or videoconference training to help meet the needs of land agents, land administrators and reclamation technicians wishing to advance their skills while maintaining other careers.

Regional Stewardship

Advanced Education and Technology's Roles and Mandates Policy Framework was approved in November 2007 with the intent to set new directions for Alberta's publicly-funded post-secondary institutions and align their activities to achieve outcomes in *A Learning Alberta*. This policy categorizes Alberta post-secondary institutions into one of six models. Institutions responsible for broad programming are categorized as Comprehensive Community Institutions (CCI). These CCI are aligned with a geographical region within the province. Olds College and Red Deer College are both categorized as CCI's and have a joint mandate for the stewardship of adult learning in the Central Alberta Region.

1.2 Mandate Statement

Olds College is a board-governed public College operating under authority of the *Post-secondary Learning Act*.

The College awards certificates, diplomas, applied degrees, and baccalaureate degrees designed to meet the needs of both learners and the communities served by the College. Olds College programs offer learning opportunities in agriculture, horticulture, land and water resource management, animal science, business, fashion, technology and apprenticeship training. A number of additional programs and services are offered to serve the needs of the region including adult basic education, career training, and non-credit courses, as well as cultural and recreational activities.

The expertise and facilities at Olds College are both specialized and unique, including a significant land base for hands-on learning. The College works with industry partners and clients to develop and deliver a range of training programs and products designed to meet desired specifications. These outreach services are offered throughout the Province of Alberta, across Canada and internationally.

Olds College programs require learners to acquire and demonstrate competencies defined and updated through collaboration with representative industry partners and advisory groups. The quality of Olds College programs is continuously improved through a policy-based cyclical review process that seeks input from learners, graduates, employers, industry advisors, faculty, and staff.

Olds College offers a residential campus environment that helps learners to achieve successful outcomes by providing a safe, caring, living and learning community in rural Alberta. Learners at Olds College have access to a complete range of services designed to enable each of them to meet their educational goals.

Olds College is committed to using innovative partnerships to sustain and enhance the ability of the institution to achieve the outcomes established by the Board of Governors. Olds College is an active participant in *eCampus Alberta*, promoting and supporting learning through technology. Consistent with the Campus Alberta concept and the Pan Canadian Protocol on Mobility and Transfer, the College is signatory to articulation agreements with universities and colleges provincially, nationally and internationally. Olds College, through the Community Learning Campus and other initiatives, is committed to expanding learning opportunities for rural Albertans and works with educational partners in the secondary schools in Olds and the regional community. Through its affiliation with the Faculty of Agriculture, Forestry, and Home Economics of the University of Alberta, Olds College participates in a broad range of joint educational and research activities.

The College actively pursues involvement in applied research that advances innovation-based rural economic development in Alberta. The applied research activity undertaken by the faculty and research staff at the College supports and informs the curriculum through exposing learners to the most innovative and up-to-date information available in a variety of disciplines.

*Approved December 21, 2005 by the
Ministry of Advanced Education*

1.3 Values

At Olds College, we value:

- Empowerment of learners
- Rural community development
- Teamwork
- Continuous improvement in all College operations

*Approved March 26, 2009 by the
Olds College Board of Governors*

1.4 Vision

Olds College shall be the premier Canadian integrated learning and applied research community specializing in agriculture, horticulture, land and environmental management.

*Reaffirmed March 26, 2009 by the
Olds College Board of Governors*

1.5 Mission

Our mission is to create an environment for learning, inquiry, partnership and communication that supports our students, our employees and our communities in the service of society.

*Approved March 26, 2009 by the
Olds College Board of Governors*

1.6 College Outcomes

The Board of Governors has approved five outcomes that form a structure for the development of associated performance measures.

1. **Accessibility:** Olds College, in conjunction with other post-secondary institutions and partners, will operate strategically to provide access to learning opportunities.
2. **Centre of Specialization:** Olds College will be the leading centre of specialization in agriculture, horticulture and land-based education and applied research at the college level.
3. **Responsiveness:** Olds College will maintain a structure that anticipates and responds quickly and effectively to opportunities and demands as a result of changes in industry, governments and technology.
4. **Affordability:** Olds College will provide educational programs that are affordable and services that are competitively priced based on the value of the programs and services being offered.
5. **Accountability:** Olds College will achieve excellence in educational outcomes while remaining fiscally responsible.

*Approved March 26, 2009 by the
Olds College Board of Governors*

2.0 Institutional Evaluation

Olds College conducts ongoing institutional evaluation. This process is based upon the measurement of Outcomes, which are enclosed in the framework of the Values, Mission, Outcomes and Vision statements of Olds College. The Board of Governors identifies key performance indicators for each Outcome. Administration is responsible for preparing the measures that assess the College's success in achieving key performance indicators. A yearly institutional evaluation scorecard, a system of weighting Outcomes, Indicators and Measures, provides for the comparison of current year's data against the established benchmark year.

The targets established for the 2009/2010 Institutional Scorecard are tied to continued strong institutional performance. Key performance indicator measures for the scorecard will be reported in the College's 2009/2010 Annual Report.

Institutional Scorecard			
Key Performance Indicators	Measure	2009/10 Target/Benchmark	Business Plan Goal
Outcome #1 Accessibility - Olds College, in conjunction with other post-secondary institutions and partners, will operate strategically to provide access to learning opportunities.			
Increased interest and growth	Credit Full Load Equivalent Students (FLE) Actual	1275 FLE	Goals 1, 2, 4
Program offering	Non-credit Student Instructional Hours - converted to FLE @ 720 hours = 1 non-credit FLE	45 Non-credit FLE equivalents	Goals 1, 2, 4
Outcome #2 Centre of Specialization - Olds College will be the leading centre of specialization in agriculture, horticulture and land-based education and applied research at the college level.			
Graduate success	Cohort Completion Report	Minimum 85% satisfaction score	Goals 1, 2, 4
	Graduate Satisfaction and Employment Survey	Minimum of 90% for each Ministry KPI measure	Goals 1, 2, 4
Outcome #3 Responsiveness - Olds College will maintain a structure that anticipates and responds quickly and effectively to opportunities and demands as a result of changes in industry, governments and technology.			
Annual and external review and evaluation of services	Resolution of Audit Recommendations (from previous year)	Satisfactory completion of stronger IT controls and policy recommendations to preserve endowment assets	Goals 4, 5
Annual and external evaluation of programs	Government KPI Ratings	Minimum Ministry KPI rating of 85%	Goals 1, 2, 3, 4, 5
	Program Additions/Expansions (Net)	Offering an Equestrian Coaching major within the Equine Science Diploma and a Video Conferencing cohort of Fashion Marketing Certificate	Goals 1, 2, 4
Alignment with Government agendas	Stakeholder Surveys	Minimum 85% satisfaction score	Goals 1, 2, 3, 4, 5
Outcome #4 Affordability and Value - Olds College will provide educational programs that are affordable and services that are competitively priced based on the value of the programs and services being offered.			
Value	Student Satisfaction Survey	Minimum 85% "yes" response to "Would you attend Olds College again?"	Goals 1, 2, 3, 4, 5
Competitively priced	Financial Awards/FLE	Average award of \$350 per FLE	Goal 4
Outcome #5 Accountability - Olds College will achieve excellence in educational outcomes while remaining fiscally responsible.			
Fiscally responsible financial management system	Year End Results vs Approved Budget	1.0% +/- from approved budget	Goals 4, 5
Fund generation	Annual and cumulative Capital Campaign donations	Completion of Capital Campaign	Goals 1, 2, 3, 4, 5
Safety	Partnerships Health and Safety Audit	Minimum 85% internal audit score	Goals 1, 2, 3, 4, 5

3.0 Goals and Performance Measures

3.1 Goals

3.1.1 Goal 1 – Create academic centres of excellence

Strategies	Actions	Expected Results	Olds College Outcome Statement	Performance Measure
Create program centres of excellence for high school transition, equine science and horticulture	<p>Implement the Community Learning Campus Program Development Plan</p> <p>Implement cooperative delivery of adult upgrading with the Chinook's Edge School Division</p> <p>Implement the Canadian Equine Centre of Innovation academic and research plan</p> <p>Develop the Horticulture Centre of Excellence</p> <p>Collaborate with industry to create new programming and enhanced learning opportunities</p>	<p>High school students taking College courses as high school electives - on campus and at the Community Engagement Sites</p> <p>Expanded full-time and part-time equine programming</p> <p>Enhanced horticulture training opportunities and achievement of program excellence</p> <p>Creation of new programs that address labour market requirements in accordance with the Institutional Access Plan</p>	<p>Olds College, in conjunction with other post-secondary institutions and partners, will operate strategically to provide access to learning opportunities</p> <p>Be the leading centre of specialization in Agriculture, Horticulture and Land-based education and applied research at the college level</p> <p>Maintain a structure that anticipates and responds quickly and effectively to opportunities and demands as a result of changes in industry, governments and technology</p>	<p>Advanced Education and Technology's <i>Graduate Satisfaction With Overall Quality</i> KPI above 90%</p> <p>20 FLE per year from high school students taking College courses as electives</p> <p>Additional Equine Diploma FLE:</p> <ul style="list-style-type: none"> ▪ 2009/10 – 30 FLE ▪ 2010/11 – 60 FLE <p>Approval of new programs</p>

3.1.2 Goal 2 – Implement regional programming and increase credit continuing education offerings

Strategies	Actions	Expected Results	Olds College Outcome Statement	Performance Measure
In conjunction with Red Deer College, develop the Central Alberta College-Community Partnership and provide regional programming	<p>Conduct learner needs assessments for the Central Alberta region</p> <p>Collaborate with Red Deer College, other post-secondary institutions and corporate partners to provide training needs</p> <p>Use specialized technology and the SuperNet to enrich learning and to address rural learner training needs</p> <p>Identify and minimize barriers for rural students from attending Olds College</p>	<p>Creation of an Olds College/Red Deer College joint venture to collectively serve Central Alberta learners</p> <p>Creation of a joint Regional Access Advisory Committee to identify Central Alberta learner needs</p> <p>Incorporation of community-based programming needs in the College's annual Institutional Access Plan</p> <p>Increased rural students pursuing a post-secondary education</p> <p>Increased involvement in College program delivery through eCampus Alberta</p> <p>Increased access to specialized technology for distance delivery courses from Olds College and other post-secondary institutions</p>	<p>Olds College, in conjunction with other post-secondary institutions and partners, will operate strategically to provide access to learning opportunities</p> <p>Maintain a structure that anticipates and responds quickly and effectively to opportunities and demands as a result of changes in industry, governments and technology</p> <p>Provide educational programs that are affordable and services that are competitively priced based on the value of the programs and services being offered</p> <p>Achieve excellence in educational outcomes while remaining fiscally responsible</p>	<p>Existence of the Central Alberta College-Community Partnership</p> <p>Existence of a joint Regional Access Advisory Council for Central Alberta</p> <p>Existence of three Community Engagement Sites in Central Alberta</p> <p>Delivery of on-line curriculum at Central Alberta Community Engagement Sites</p> <p>Increased variety of community-based program offerings</p> <p>Increased community-based student enrolment:</p> <ul style="list-style-type: none"> • 50 FLE for 2009/2010 • 75 FLE for 2010/2011 • 100 FLE for 2011/2012
Implement the Community Learning Campus program plan	<p>Create a seamless transfer from high school to Olds College programs through the Community Learning Campus</p> <p>Provide access to University and College brokered programs</p> <p>Increase community programming and involvement</p> <p>Increase involvement of high school students in College courses</p> <p>Develop athletic opportunities for rural students</p> <p>Collaborate with Chinook's Edge School Division to establish rural e-learning facilities and support</p>	<p>Increased participation of rural students pursuing in post-secondary education</p> <p>Increased number of high school students taking Olds College courses as electives</p> <p>Increased joint apprenticeship and trades training with the Chinook's Edge School Division</p> <p>Increased partnership or articulation agreements with Post-secondary institutions</p> <p>Increased community collaboration and involvement with the CLC</p> <p>All students in Grades 11 & 12 will have minimum of one Olds College experience</p> <p>Increased health and wellness programs</p>	<p>In conjunction with other post-secondary institutions and partners, will operate strategically to provide access to learning opportunities</p> <p>Maintain a structure that anticipates and responds quickly and effectively to opportunities and demands as a result of changes in industry, governments and technology</p> <p>Provide educational programs that are affordable and services that are competitively priced based on the value of the programs and services being offered</p> <p>Achieve excellence in educational outcomes while remaining fiscally responsible</p>	<p>50 high school students per year taking College courses as electives</p> <p>Delivery of first year University of Alberta Science degree at the CLC</p> <p>Delivery of on-line curriculum offering of Olds College programs at Community Engagement Sites</p> <p>Five apprenticeship or trade program deliveries per year</p> <p>Health and wellness program offerings for College students, high school students and the community</p>

3.1.3 Goal 3 – Increase applied research activity

Strategies	Actions	Expected Results	Olds College Outcome Statement	Performance Measure
Coordinate the School of Innovation research activities with Advanced Education and Technology's research priorities	Participate in government initiatives in advanced energy technology and innovation, renewable energy research and water use research	Enhanced research funding and participation in Ministry research priorities Increased recognition of research expertise in advanced energy technology and innovation, renewable energy research and water use research	Be the leading centre of specialization in Agriculture, Horticulture and Land-based education and applied research at the college level Maintain a structure that anticipates and responds quickly and effectively to opportunities and demands as a result of changes in industry, governments and technology	Increase research activity by 10% per annum Receive government capital funding for College renewable energy and wetlands research initiatives Increase publications, presentations or products by 5% per year
Promote applied research opportunities to faculty, staff and students	Integrate innovation and competitiveness concepts into academic programming Mentor students in special projects Facilitate post-doctorate studies	Research imbedded in academic programs Increased involvement of staff and students in applied research activities at Olds College and partner institutions Expanded faculty and staff involvement in research through use of AACTI research funds	Be the leading centre of specialization in Agriculture, Horticulture and Land-based education and applied research at the college level Maintain a structure that anticipates and responds quickly and effectively to opportunities and demands as a result of changes in industry, governments and technology	Increase the number of faculty, staff and students involved in applied research by 10% per year
Ensure financial performance and enhance an innovative culture	Increase self-sufficiency through operational profit, relationships, royalties and endowment funds Collaborate with other post-secondary institutions in applied research	Applied research activities and relationships that grow in a strategic market-driven manner Attraction and retention highly qualified research staff Increased cooperation with the University of Alberta's Discovery Place	Maintain a structure that anticipates and responds quickly and effectively to opportunities and demands as a result of changes in industry, governments and technology Provide educational programs that are affordable and services that are competitively priced based on the value of the programs and services being offered Remain fiscally responsible while achieving excellence in educational outcomes	Achieve Olds College Centre of Innovation's activity plan targets

3.1.4 Goal 4 – Create institutional agility

Strategies	Actions	Expected Results	Olds College Outcome Statement	Performance Measure
Implement multi-year operational plans that respond to significant reductions in revenue growth and continued cost pressures	<p>Develop a four-year budget plan that will address an estimated 8% budget shortfall by:</p> <ul style="list-style-type: none"> securing new revenue sources creating a leaner organizational structure implementing cost containment measures establishing budget policy for sustainable financial operations <p>Develop revised organizational structures with a reduced staff complement</p> <p>Prepare operational plans to implement Advanced Education and Technology's "Outcomes focused resource allocation model"</p>	<p>Operational model that is less reliant on ongoing government grant increases</p> <p>Revised business model that rectifies projected four-year budget shortfall by fiscal year 2010/2011</p> <p>Staff reductions of up to 12% and the development of revised organizational structures through strategic use of staff attrition, targeted layoffs, voluntary termination agreements and early retirement agreements</p> <p>Negotiated collective agreements that are within financial means</p> <p>Greater operational efficiencies</p> <p>A College business model based on a new Ministry funding methodology</p>	<p>Maintain a structure that anticipates and responds quickly and effectively to opportunities and demands as a result of changes in industry, governments and technology</p> <p>Provide educational programs that are affordable and services that are competitively priced based on the value of the programs and services being offered</p> <p>Achieve excellence in educational outcomes while remaining fiscally responsible</p>	<p>A new business model and organizational structure that enhances revenue generation, reduces costs and provides financial flexibility</p> <p>Successful negotiation of Collective Agreements within our financial means</p> <p>A College budgeting policy that enhances financial and institutional agility</p> <p>Budgeting processes to effectively respond to implementation of the Ministry's funding model</p> <p>A multi-year plan that complies with the College's Executive Limitation Policy regarding Unrestricted Net Assets</p>
Develop an organizational and financial model that is responsive to evolving needs of learners	<p>Develop flexible delivery models that respond to changes in the economy and address skilled labour shortages</p> <p>Commitment of approximately 1% of the College's budget to develop new curriculum and update existing curriculum to better respond to changes in the Alberta Access Plan, emerging learner needs and identified training demands</p> <p>Investigate methods of collaborating with post-secondary institutions and corporate partners to provide cost effective academic and support services</p>	<p>Annual budgets that provide financial flexibility to pursue evolving student and industry training needs</p> <p>Collaboration with post-secondary institutions and corporate partners for the provision of proactive and cost-effective academic and support services</p> <p>Establishment of a Program Development budget at approximately 1% of the operating budget</p> <p>Development and delivery of new and updated academic programs</p>	<p>Maintain a structure that anticipates and responds quickly and effectively to opportunities and demands as a result of changes in industry, governments and technology</p> <p>Provide educational programs that are affordable and services that are competitively priced based on the value of the programs and services being offered</p> <p>Achieve excellence in educational outcomes while remaining fiscally responsible</p>	<p>Development of annual budgets with funding dedicated to the development of new programming to address emerging learner needs</p> <p>Implementation of collaborative arrangements with post-secondary institutions and other partners to provide enhanced services and/or lower operating costs</p> <p>Development of annual budgets that encompass an academic program development fund</p> <p>Expanded credit program offerings for delivery on-campus, video conferencing and in Central Alberta communities</p>

3.1.4 Goal 4 – Create institutional agility (continued)

Strategies	Actions	Expected Results	Olds College Outcome Statement	Performance Measure
Implement a fundraising model dedicated to improving the College's operating agility	Implement a fundraising strategy that focuses on supporting College operations Strategic use of the Renaissance matching grants to secure donations for College operations and improve institutional agility	Enhanced donations to the Olds College Opportunities Fund Establishment of fundraising initiatives that support academic schools operations Utilizing a portion of Renaissance matching grants to fund minor furniture and equipment renewal	Provide educational programs that are affordable and services that are competitively priced based on the value of the programs and services being offered Achieve excellence in educational outcomes while remaining fiscally responsible	Raise \$200,000 annually for the Olds College Opportunity Fund Raise \$200,000 annually to support academic schools operations through cash and incremental gift-in-kind donations Enhanced institutional agility due to Renaissance funds supporting furniture and equipment renewal
Assess College facility needs, maintain existing facilities and build new facilities to meet training needs	Conduct a long-term facility needs assessment Develop multi-year maintenance strategies for the Community Learning Campus Complete construction of the Community Learning Campus, Botanic Garden Wetlands and the Canadian Equine Centre of Innovation Develop long-term facility plans for the permanent Calgary Campus.	Restored functionality of existing facilities and avoidance of escalating deferred maintenance costs Reduced facility operating and overhead costs Compliance with the <i>Health and Safety Act</i> and Regulations and code requirements Completed CLC, Equine Centre of Innovation and the Botanic Garden Wetlands construction Development of CLC maintenance standards, schedules and short and long-term budgets Approval of the long-term Calgary Campus facility plan	Olds College, in conjunction with other post-secondary institutions and partners, will operate strategically to provide access to learning opportunities Achieve excellence in educational outcomes while remaining fiscally responsible	Improved Alberta Infrastructure & Transportation RECAP Facility Index Percentage Improved student and staff satisfaction with facilities Reduced facility operational and maintenance costs Completion of the CLC by January 2010, Equine Centre of Innovation (Olds Campus) by October 2009 and the Botanic Garden Wetlands by October 2011 Implementation of the long-term Calgary Campus facility plan

3.1.5 Goal 5 – Create environmental, social and economic sustainability

Strategies	Actions	Expected Results	Olds College Outcome Statement	Performance Measure
Develop a College sustainability strategy	Implement a sustainability plan to address our environmental, social and economic obligations Integrate sustainability concepts into curriculum Develop sustainability principles for budget development Strategically use facility grants to address outstanding deferred maintenance issues and reduce future facility operating costs	Revenue improvement and expense reduction Improved staff productivity, teamwork, learning and innovation Reduced use of energy and water Curriculum that embraces sustainability concepts Facility renewal that enhances sustainability Development of sustainable options for renewable energy and waste water	Maintain a structure that anticipates and responds quickly and effectively to opportunities and demands as a result of changes in industry, governments and technology Achieve excellence in educational outcomes while remaining fiscally responsible	Improved College financial standing More efficient and effective operating processes and staff Modification or enhancement of curriculum to include sustainability concepts Lower College energy and water use Renewable energies from crops and waste water purification expertise

3.2 Relationship of Olds College Goals to Alberta Advanced Education and Technology Business Plan

Olds College		Alberta Advanced Education and Technology		
Goals	Strategies	Strategic Priorities	Core Business	Goals
Create academic centres of excellence	Create program centres of excellence for high school transition, equine science and horticulture	System alignment and sustainability	Provide strategic leadership towards an integrated advanced learning and innovation system in Alberta Develop highly skilled and qualified people by fostering a culture of learning	Alberta's integrated advanced learning and research system is aligned with learner and labour market demand and serves the needs of a knowledge-based society Alberta's advanced learning system fosters a culture of learning and meets the needs of Albertans, society and the next generation economy
Implement regional programming and increase credit continuing education offerings	In conjunction with Red Deer College, develop the Central Alberta College-Community Partnership and provide regional programming Implement the Community Learning Campus program plan	System alignment and sustainability An affordable learning system	Provide strategic leadership towards an integrated advanced learning and innovation system in Alberta Develop highly skilled and qualified people by fostering a culture of learning	Alberta's integrated advanced learning and research system is aligned with learner and labour market demand and serves the needs of a knowledge-based society Alberta's advanced learning system fosters a culture of learning and meets the needs of Albertans, society and the next generation economy
Increase applied research activity	Coordinate the School of Innovation research activities with Advanced Education and Technology's research priorities Promote applied research opportunities to faculty, staff and students Ensure financial performance and enhance an innovative culture	System alignment and sustainability Technology commercialization	Support research and its application and commercialization to grow a more diverse Alberta economy and knowledge-based society	Alberta's research capacity supports excellence in research and innovation in strategic areas Value captured from research and innovation drives Alberta's future success in the next generation economy
Create institutional agility	Implement multi-year operational plans that respond to significant reductions in revenue growth and continued cost pressures Develop an organizational and financial model that is responsive to evolving needs of learners Implement a fundraising model dedicated to improving the College's operating agility Assess College facility needs, maintain existing facilities and build new facilities to meet training needs	An affordable learning system	Provide strategic leadership towards an integrated advanced learning and innovation system in Alberta Develop highly skilled and qualified people by fostering a culture of learning	Alberta's integrated advanced learning and research system is aligned with learner and labour market demand and serves the needs of a knowledge-based society Alberta's advanced learning system fosters a culture of learning and meets the needs of Albertans, society and the next generation economy

3.2 Relationship of Olds College Goals to Alberta Advanced Education and Technology Business Plan (continued)

Olds College		Alberta Advanced Education and Technology		
Goals	Strategies	Strategic Priorities	Core Business	Goals
Create environmental, social and economic sustainability	Develop a College sustainability strategy	System alignment and sustainability Technology commercialization An affordable learning system	Provide strategic leadership towards an integrated advanced learning and innovation system in Alberta Support research and its application and commercialization to grow a more diverse Alberta economy and knowledge-based society	Alberta's integrated advanced learning and research system is aligned with learner and labour market demand and serves the needs of a knowledge-based society Alberta's research capacity supports excellence in research and innovation in strategic areas Value captured from research and innovation drives Alberta's future success in the next generation economy

3.3 Relationship of Olds College Goals to the Roles and Mandates Policy Framework

Olds College		Roles and Mandates Policy Framework	
Goals	Strategies	System Outcomes	Priority Directions
Create academic centres of excellence	Create program centres of excellence for high school transition, equine science and horticulture	<p>Alberta has a highly educated society</p> <p>Communities engage in learning</p> <p>Albertans have strong learning foundations</p> <p>The system values and builds on skills and knowledge</p> <p>Institutions foster regional economic development</p> <p>The system responds to economic and social needs</p> <p>Technology is leveraged to foster learning and research success</p> <p>The system fosters world class research and innovation</p>	<p>Alberta access plan</p> <p>Individual access plans</p> <p>Alignment with community-based adult learning</p> <p>Enhance learning pathways</p> <p>International education</p> <p>Research directions</p> <p>Identify and establish provincial centres of excellence and areas of instructional excellence</p>
Implement regional programming and increase credit continuing education offerings	<p>In conjunction with Red Deer College, develop the Central Alberta College-Community Partnership and provide regional programming</p> <p>Implement the Community Learning Campus program plan</p>	<p>Alberta has a highly educated society</p> <p>Communities engage in learning</p> <p>Albertans have strong learning foundations</p> <p>The system values and builds on skills and knowledge</p> <p>Institutions foster regional economic development</p> <p>The system responds to economic and social needs</p> <p>Technology is leveraged to foster learning and research success</p> <p>Enhanced access to information supports system improvement</p> <p>Resources are effectively allocated</p>	<p>Alberta access plan</p> <p>Individual access plans</p> <p>Alignment with community-based adult learning</p> <p>Enhance learning pathways</p> <p>Resource allocation and investment</p> <p>Accountability</p> <p>Governance</p> <p>International education</p> <p>Identify and establish provincial centres of excellence and areas of instructional excellence</p>
Increase applied research activity	<p>Coordinate the School of Innovation research activities with Advanced Education and Technology's research priorities</p> <p>Promote applied research opportunities to faculty, staff and students</p> <p>Ensure financial performance and enhance an innovative culture</p>	<p>Alberta has a highly educated society</p> <p>Institutions foster regional economic development</p> <p>Technology is leveraged to foster learning and research success</p> <p>The system fosters world class research and innovation</p>	<p>International education</p> <p>Research directions</p> <p>Identify and establish provincial centres of excellence and areas of instructional excellence</p>

Olds College		Roles and Mandates Policy Framework	
Goals	Strategies	System Outcomes	Priority Directions
Create institutional agility	<p>Implement multi-year operational plans that respond to significant reductions in revenue growth and continued cost pressures</p> <p>Develop an organizational and financial model that is responsive to evolving needs of learners</p> <p>Implement a fundraising model dedicated to improving the College's operating agility</p> <p>Assess College facility needs, maintain existing facilities and build new facilities to meet training needs</p>	<p>Alberta has a highly educated society</p> <p>Communities engage in learning</p> <p>The system values and builds on skills and knowledge</p> <p>Institutions foster regional economic development</p> <p>The system responds to economic and social needs</p> <p>Technology is leveraged to foster learning and research success</p> <p>Enhanced access to information supports system improvement</p> <p>Resources are effectively allocated</p>	<p>Alberta access plan</p> <p>Individual access plans</p> <p>Alignment with community-based adult learning</p> <p>Enhance learning pathways</p> <p>Resource allocation and investment</p> <p>Accountability</p> <p>Governance</p> <p>International education</p> <p>Identify and establish provincial centres of excellence and areas of instructional excellence</p>
Create environmental, social and economic sustainability	<p>Develop a College sustainability strategy</p>	<p>Alberta has a highly educated society</p> <p>Communities engage in learning</p> <p>Albertans have strong learning foundations</p> <p>Institutions foster regional economic development</p> <p>The system responds to economic and social needs</p> <p>Technology is leveraged to foster learning and research success</p> <p>Enhanced access to information supports system improvement</p> <p>Resources are effectively allocated</p>	<p>Alberta access plan</p> <p>Individual access plans</p> <p>Alignment with community-based adult learning</p> <p>Enhance learning pathways</p> <p>Resource allocation and investment</p> <p>Accountability</p> <p>Governance</p> <p>International education</p> <p>Identify and establish provincial centres of excellence and areas of instructional excellence</p>

3.4 Relationship of Olds College Goals to Alberta Agriculture and Rural Development Business Plan

Olds College		Alberta Agriculture and Rural Development		
Goals	Strategies	Strategic Priorities	Core Business	Goals
Create academic centres of excellence	Create program centres of excellence for high school transition, equine science and horticulture	Globally competitive business environment in support of a market-driven industry Excellent food products and practices Vibrant rural communities	Facilitate a market-driven, environmentally responsible industry Excellent food products and practices Relevant and vibrant rural communities	Globally competitive business environment Environmental stewardship An industry that better manages risk Excellence in food safety A vibrant rural Alberta
Implement regional programming and increase credit continuing education offerings	In conjunction with Red Deer College, develop the Central Alberta College-Community Partnership and provide regional programming Implement the Community Learning Campus program plan	Globally competitive business environment in support of a market-driven industry Excellent food products and practices Vibrant rural communities Environmental enhancement and stewardship	Facilitate a market-driven, environmentally responsible industry Excellent food products and practices Relevant and vibrant rural communities	Globally competitive business environment Environmental stewardship An industry that better manages risk Excellence in food safety A vibrant rural Alberta
Increase applied research activity	Coordinate the School of Innovation research activities with Advanced Education and Technology's research priorities Promote applied research opportunities to faculty, staff and students Ensure financial performance and enhance an innovative culture	Globally competitive business environment in support of a market-driven industry Excellent food products and practices Vibrant rural communities Environmental enhancement and stewardship	Facilitate a market-driven, environmentally responsible industry Excellent food products and practices Relevant and vibrant rural communities	Globally competitive business environment Environmental stewardship An industry that better manages risk Excellence in food safety A vibrant rural Alberta
Create institutional agility	Implement multi-year operational plans that respond to significant reductions in revenue growth and continued cost pressures Develop an organizational and financial model that is responsive to evolving needs of learners Implement a fundraising model dedicated to improving the College's operating agility Assess College facility needs, maintain existing facilities and build new facilities to meet training needs	Vibrant rural communities Environmental enhancement and stewardship	Relevant and vibrant rural communities	A vibrant rural Alberta
Create environmental, social and economic sustainability	Develop a College sustainability strategy	Vibrant rural communities Environmental enhancement and stewardship	Relevant and vibrant rural communities	Environmental stewardship A vibrant rural Alberta

3.5 Relationship of Olds College Goals to Alberta's Rural Development Strategy

Olds College		Alberta's Rural Development Strategy
Goals	Strategies	Objectives
Create academic centres of excellence	Create program centres of excellence for high school transition, equine science and horticulture	<p>Creating a strong voice for rural Alberta</p> <p>Promoting economic development in rural communities</p> <p>Building community capacity</p> <p>Expanding learning and skill development opportunities</p> <p>Sustain and enhance the quality of the environment.</p> <p>Provide opportunities for rural youth</p>
Implement regional programming and increase credit continuing education offerings	<p>In conjunction with Red Deer College, develop the Central Alberta College-Community Partnership and provide regional programming</p> <p>Implement the Community Learning Campus program plan</p>	<p>Creating a strong voice for rural Alberta</p> <p>Promoting economic development in rural communities</p> <p>Building community capacity</p> <p>Expanding learning and skill development opportunities</p> <p>Provide opportunities for rural youth.</p> <p>Engaging and supporting seniors</p>
Increase applied research activity	<p>Coordinate the School of Innovation research activities with Advanced Education and Technology's research priorities</p> <p>Promote applied research opportunities to faculty, staff and students</p> <p>Ensure financial performance and enhance an innovative culture</p>	<p>Promoting economic development in rural communities</p> <p>Building community capacity</p> <p>Expanding learning and skill development opportunities</p> <p>Sustain and enhance the quality of the environment.</p> <p>Provide opportunities for rural youth</p>
Create institutional agility	<p>Implement multi-year operational plans that respond to significant reductions in revenue growth and continued cost pressures</p> <p>Develop an organizational and financial model that is responsive to evolving needs of learners</p> <p>Implement a fundraising model dedicated to improving the College's operating agility</p> <p>Assess College facility needs, maintain existing facilities and build new facilities to meet training needs</p>	<p>Promoting economic development in rural communities</p> <p>Building community capacity</p> <p>Expanding learning and skill development opportunities</p> <p>Provide opportunities for rural youth</p> <p>Engaging and supporting seniors</p>
Create environmental, social and economic sustainability	Develop a College sustainability strategy	<p>Promoting economic development in rural communities</p> <p>Building community capacity</p> <p>Expanding learning and skill development opportunities</p> <p>Sustain and enhance the quality of the environment.</p> <p>Provide opportunities for rural youth</p>

4.0 Budget Information

4.1 Budgeting and Planning Principles

The budget encompassed within this business plan was developed in accordance with the College's budgeting and planning principles. These principles are:

Learner-centric Model

- Budgets are developed based on "dollars follow the students," permitting the reallocation of funding from programs with enrolment reductions to programs with increased enrolment.
- Departmental capital allocations will be distributed based on greatest need.
- Designated budget reductions and/or budget enhancements will be achieved by strategic adjustments.

Open, Transparent, Inclusive Process

- A Budget Advisory Committee consisting of representatives from the Board of Governors and the College's Management Team provided advice regarding budget.
- In addition to the Budget Advisory Committee, the College solicited budget advice from the Olds College Faculty Association and the local chapter of the Alberta Union of Provincial Employees.

Multiple Year Planning

- Multi-year budget information is prepared to ensure prudent operational and fiscal management.
- The multiple year planning includes the preparation of a detailed 2009/2010 budget and an additional three year financial projection.
- Financial resources are committed to achieve the goals detailed in this Business Plan.

Ensuring Financial Stability and Sustainable Delivery Structures

- Revenue budgets are based on known facts such as grant letters. All other revenues are based on conservative calculations or projections. Revenue targets are not based on peak activity that may not be sustainable. New, untapped markets and funding sources are investigated.
- Enrolment targets are based on extensions of historical enrolments, applications received to date, and conservative projections for new program offerings.
- The budget is prepared to ensure future financial stability and increased institutional agility through the development of a multi-year operating budget, capital budget and projection of unrestricted net assets.
- Budget development is done on an accrual accounting basis and includes all known cash and non-cash revenues and expenses.

4.2 Operational Budget

The development of the College's operating budget was conducted in an environment where there will be significant tightening of our fiscal environment. Operating grants are expected to increase at 6% for 2009/2010 and then drop to 0% for the next three years. Other revenue sources such as tuition and ancillary operations are not expected to show any material growth over the four years of this business plan. During the same time period the college is projecting continued cost pressures tied to program delivery, provision of support services and the maintenance of a large campus with aging infrastructure.

The development of the College's budget occurs at a time when the world is experiencing significant financial market turmoil. Olds College is not immune to these global events and has experienced financial losses tied to the reduced value of our long-term investments. Olds College holds long-term investments for endowment management purposes and to secure investment revenue from cash not required for short-term operations. All investments are managed by a professional external manager and in accordance with an investment policy. Investment losses will result in the College experiencing a deficit during fiscal year 2008/2009 and this loss will have a material impact on the College's unrestricted net assets. The budget incorporated in this business plan will address any deficiency in unrestricted net assets and will improve the College's financial position.

The development of the College's 2009/2010 operating budget includes strategic efforts to secure additional revenue sources and the implementation of a wide range of cost containment measures. Difficult budget decisions pertaining to cost containment were required and include the reduction of the College's administration and reduced program and service budgets. The development of the 2009/2010 budget is an important step in our transition to lower cost structures. The 2009/2010 operating budget projects \$46 million in revenue and a budgeted operating surplus of \$460,000 or 1%.

The budget projections for 2010/2011 to 2012/2013 reflect the implementation of a new business model that incorporates a leaner organizational structure, continued cost containment measures and entrepreneurial efforts to secure new revenues. The development of this business model is essential to fulfill our fiduciary responsibilities, to position the College to respond to emerging learner needs and increase our institutional agility. With the exception of amortization of deferred capital contributions, all revenues are expected to remain relatively constant during the last three years of the financial plan. The increase in the amortization of deferred capital contributions is due to external funding tied to the amortization costs of the Community Learning Campus and the Canadian Equine Centre of Innovation. Budgeted surpluses for 2010/2011 to 2012/2013 are projected to vary between 1% and 3% of forecasted revenue.

These budget actions will create an agile and sustainable College. This plan will ensure the continued excellence of Olds College and the preservation of our core programs and services. In this era of excellence, we remain committed to the strategic process outlined in this budget, fulfilling our fiduciary responsibilities and achieving our stated goals.

Budget Highlights

Academic and Research

- Retention of core academic programs and establishment of an academic program development budget.
- Establishment of a third intake of the Animal Health Technology diploma through an on-line delivery option, funded in part through an Access grant.
- Implementation of the Community Learning Campus academic plan to permit high school students to access College trades and certificate courses as high school electives.
- In conjunction with Red Deer College, implementation of a collaborative regional stewardship model to ascertain and provide adult learning services in Central Alberta.

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- Establishment of an Equestrian Coaching major within the Equine Science diploma and expanded equine continuing education programming.
 - Enhancement of continuing education offerings at the Olds and Calgary campuses, via video conferencing and through community based offerings in Central Alberta Communities
 - Implementation of a re-designed Meat Program with enhanced specializations.

Student and Support Services

- Enhancement of Information Technology services to include a more robust network
- Establishment of Central Alberta Community Engagement Sites equipped with the SuperNet and broadband videoconferencing technology.
- Continued development of the College's Banner student information system to ensure readiness for the interface with the Apply Alberta System.
- Expanded development of Health and Wellness programs at the new CLC Health and Wellness Centre.
- Implementation of an infrastructure maintenance plan to address the significant deferred maintenance backlog in our aging facilities.

Office of Advancement

- Continued commitment to achieve the Capital Campaign fundraising targets.
- Enhanced focus on fundraising to support College operations.
- Continued effort to align student awards with the College's strategic enrolment management initiatives, focusing on donations to fund student entrance awards.
- Implementation of strategies to enhance alumni communication and alumni support of the College and our initiatives.

Addressing Situational Realities

A review of the external operating environment provides a number of “Situational Realities” to which “Budgetary Responses” are aligned as noted in the table below.

Situational Realities	Budgetary Responses
<p>Enrolment</p> <ul style="list-style-type: none"> ▪ Strong local and national competition for students in the post-secondary sector ▪ Enhanced Strategic Enrolment Management is necessary to fill the empty seats ▪ Low enrolment programs are becoming cost prohibitive 	<p>Enrolment</p> <ul style="list-style-type: none"> ▪ Enhance the Student Enrolment Management processes to attract students ▪ Develop new programs and budget for additional intakes for high demand programs ▪ Evaluate academic plans for low enrolment programs
<p>Tighter fiscal environment</p> <ul style="list-style-type: none"> ▪ Six percent grant increases for 2009/2010 ▪ Grant increases for 2010/2011 to 2012/2013 are projected at 0% ▪ Tuition capped at CPI ▪ Elimination of some incremental grants and funding sources ▪ Pending implementation of “Outcomes Focused Resource Allocation Model” ▪ Volatile investment markets and realized investment losses 	<p>Strong fiscal management</p> <ul style="list-style-type: none"> ▪ Develop multi-year budgets based on conservative forecasts ▪ Develop a new business model that secures additional revenues, contains costs and implements a leaner organizational structure ▪ Develop budgets with small operating surpluses to enhance operational agility and hedge operating risks ▪ Increased operational and capital self-sufficiency through Fund Development initiatives ▪ Maintain sound investment strategies
<p>Sustainable Rural Communities</p> <ul style="list-style-type: none"> ▪ New responsibility to serve the Central Alberta Region ▪ Quality of life demands ▪ Learning and skill development needs 	<p>Rural Initiatives</p> <ul style="list-style-type: none"> ▪ Implement the Central Alberta College-Community Partnership stewardship model ▪ Implement CLC initiatives ▪ Participate in Government of Alberta Rural Development Initiatives

4.3 Budget Overview

4.3.1 Revenue

The Olds College 2009/2010 budget reflects a 10% increase in total revenue to \$46 million. Approximately 40% of this revenue growth is due to a 6% provincial base grant increase. Growth of other revenues includes increased conditional grants for infrastructure maintenance, access funded programs and CLC facility costs.

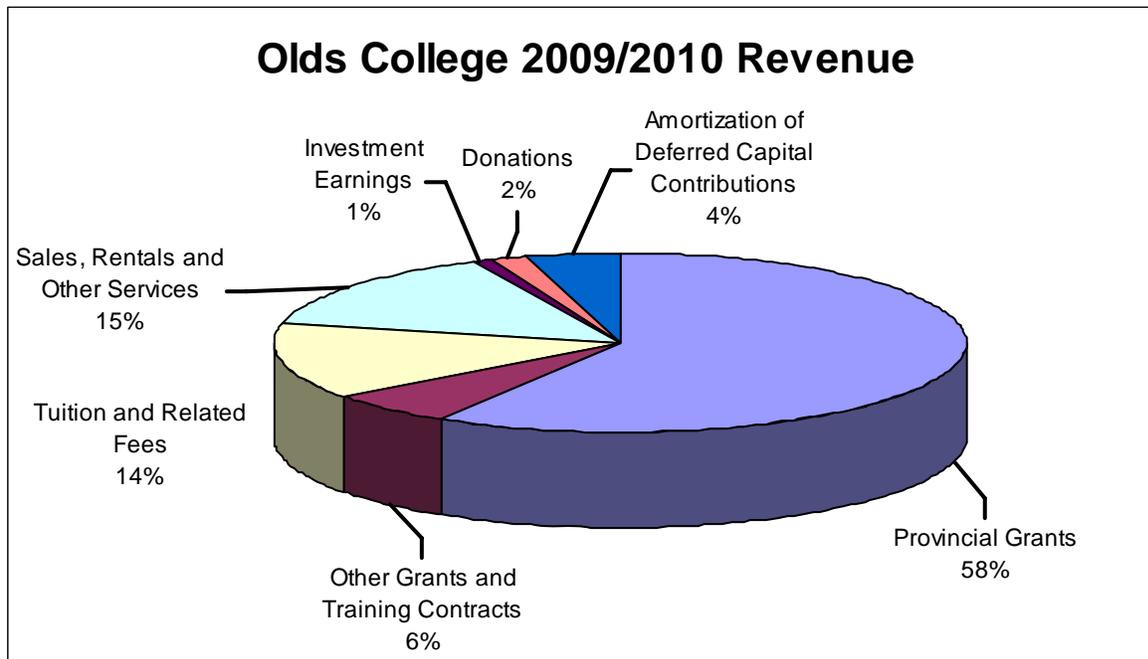
The provincial grant budget includes base funding of \$22,900,000 and Access grants totaling \$1,500,000. The budget reflects the second year of increased Infrastructure Maintenance Program funding at \$1,300,000 and \$290,000 facility grants to fund CLC utility and maintenance costs.

The tuition revenues were calculated based on revised tuition rates and conservative enrolment projections. These conservative enrolment projections reflect the competitive environment for attracting of students within Alberta and across Canada. The College continues to waive student application fees in an effort to increase the number of applications and remove access barriers for prospective students. Continuing Education credit and non-credit budgets have increased by 7% to approximately \$3.8 million.

Residence revenues have increased by approximately 3% and Conference Services revenues increased by 14%. These two operations result in year round use of our residences and collectively provide over \$3.5 million in ancillary revenues. The amortization of deferred capital contributions revenue line has increased by \$850,000 due to recognition of special capital grants that fund the amortization costs of the Community Learning Campus facilities.

Investment revenue projections are based on calculations of interest earnings and historical dividends. Budgets do not include any anticipated capital gains or market value appreciation due to continued volatility in the financial markets. These conservative projections are consistent for the four year planning period.

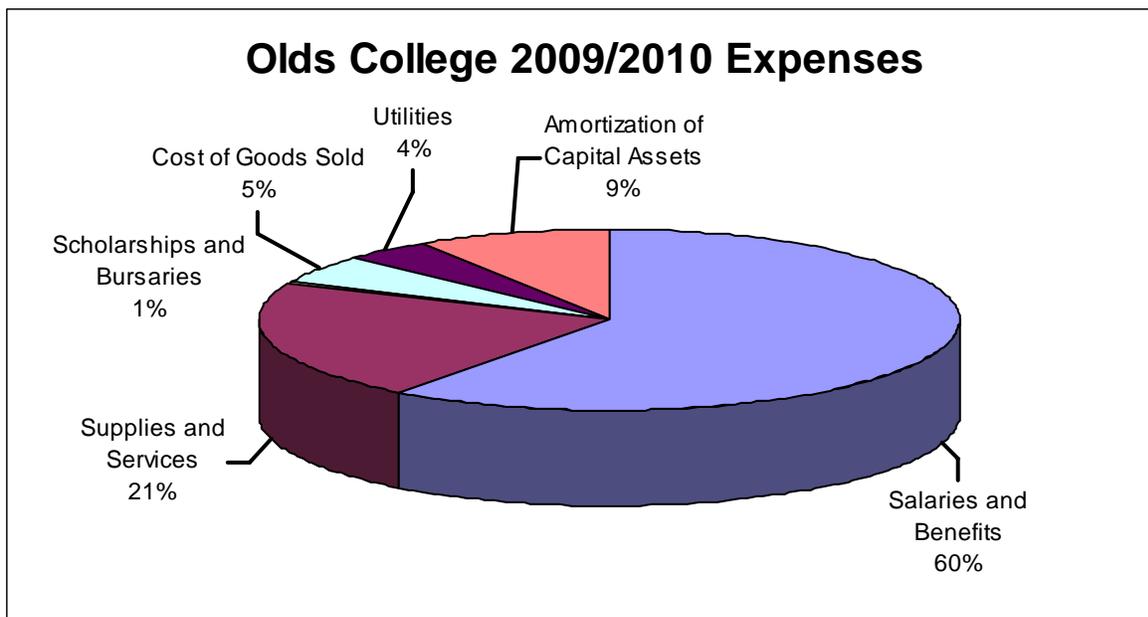
The Office of Advancement will shift their fundraising focus and increase efforts to fundraise for College operations. The 2009/2010 budget includes a \$350,000 increase in fundraising to support College operations.



4.3.2 Expenses

The Olds College 2009/2010 budget reflects a 9% increase in expenditures to \$45.6 million. Imbedded in this budget increase are incremental expenditure budgets associated with conditional grants for access funded programs, increased deferred maintenance initiatives and funding for the operations of the CLC facilities.

The development of this budget involved consulting with all academic schools and college departments regarding budgetary pressures and resulted in additional funding for all non-discretionary cost increases. Collective agreement negotiations with the faculty association and support employee union have not been finalized. The expenditure budgets include salary and benefit contingencies in accordance with the negotiation mandate provided by the Board of Governors. Budgets were adjusted to reflect the enhanced funding to address deferred maintenance issues and the facility operational for the Community Learning Campus. Utility costs have also been adjusted for anticipated cost reductions tied to conservation initiatives.



The development of the 2009/2010 budget required that we implement a range of cost containment measures. These decisions were not taken lightly and include:

- decisions not to staff a range of vacant positions and reduction of temporary wage and contract employee budgets;
- reducing program delivery, farm, Information Technology and Student Recruitment operating budgets;
- targeting external funding sources for the purchase of furniture and equipment;
- implementing a sustainability plan to reduce energy and water costs; and
- curtailing the growth of employee vacation liabilities.

These actions have resulted in cost savings in excess of \$1.7 million. The development of the 2009/2010 operating budget becomes the foundation for the development of a new business model to reduce our overall operating costs for the tighter fiscal environment that will commence in 2010/2011. The development of this new business model will require the implementation of staff reductions and the development of a leaner organizational structure, further cost containment measures and securing incremental revenue sources. These actions will address the anticipated 8% differential between College revenues and expenses by 2012/2013.

**OLDS COLLEGE
OPERATING BUDGET
& THREE YEAR FORECAST**

	2009/2010 Approved Budget	2010/2011 Proposed Budget	2011/2012 Proposed Budget	2012/2013 Proposed Budget
Revenue:				
Provincial Grants	\$ 26,979,372	\$ 27,310,771	\$ 27,310,771	\$ 27,310,771
Other Grants and Training Contracts	2,839,254	2,818,876	2,930,110	3,004,119
Tuition and Related Fees	6,217,186	6,510,200	6,692,786	7,394,564
Sales, Rentals and Other Services	5,904,085	6,174,485	6,254,821	6,448,050
Investment Earnings	408,350	408,350	408,350	408,350
Donations	782,000	782,000	782,000	882,000
Amortization of Deferred Capital Contributions	2,900,000	4,470,875	4,545,375	4,919,875
	46,030,248	48,475,558	48,924,214	50,367,730
Expense:				
Salaries and Benefits	27,425,764	26,611,282	26,487,202	28,363,209
Supplies and Services	9,694,938	10,285,207	11,042,725	10,901,696
Scholarships and Bursaries	236,340	222,500	222,500	222,500
Cost of Goods Sold	2,269,536	2,285,376	2,312,165	2,312,165
Utilities	1,893,422	2,349,198	2,419,674	2,521,264
Amortization of Capital Assets	4,050,000	5,470,875	5,352,975	5,535,075
	45,570,000	47,224,437	47,837,241	49,855,909
Excess of revenue over expense	\$ 460,248	\$ 1,251,120	\$ 1,086,973	\$ 511,820
Executive Limitation Unrestricted Net Asset Target	1,380,907	1,454,267	1,467,726	1,511,032
Unrestricted Net Asset Projection	513,815	2,057,172	3,353,869	3,945,702
Executive Limitation (Shortfall)	\$ (867,093)	\$ 602,906	\$ 1,886,143	\$ 2,434,670
Internally Funded Capital Budget	\$ -	\$ 500,000	\$ 500,000	\$ 500,000

4.4 Statement of Cash Flows

OLDS COLLEGE STATEMENT OF CASH FLOWS			
	2008 Actual	2009 Forecast	2010 Budgeted
Operating activities:			
Excess (deficiency) of revenue over expense	\$ 286,355	\$ -	\$ 460,248
Amortization of deferred capital contributions	(1,725,494)	(2,050,000)	(2,900,000)
Amortization of capital assets	3,089,934	3,495,000	4,050,000
Fair market value adjustment on financial instruments	(197,640)	-	-
Loss (gain) on disposal of capital assets	(2,376)	-	-
	<u>1,450,779</u>	<u>1,445,000</u>	<u>1,610,248</u>
Net change in non-cash working capital	11,176,138	1,000,000	(1,000,000)
Cash flow from operating activities	<u>12,626,917</u>	<u>2,445,000</u>	<u>610,248</u>
Investing activities:			
Proceeds (purchase) of long-term investments, net	(13,499,775)	17,500,000	11,000,000
Purchase of externally funded capital assets	(16,236,508)	(21,000,000)	(12,725,000)
Purchase of internally funded capital assets	(916,282)	(900,000)	-
Proceeds from disposal of capital assets	2,376	-	-
Cash applied to investing activities	<u>(30,650,189)</u>	<u>(4,400,000)</u>	<u>(1,725,000)</u>
Financing activities:			
Repayment of long-term debt	(187,069)	(193,000)	(200,147)
Capital contributions received	17,039,486	1,500,000	725,000
Endowments contributions received	771,151	500,000	500,000
Cash generated from financing activities	<u>17,623,568</u>	<u>1,807,000</u>	<u>1,024,853</u>
Increase (decrease) in cash and marketable securities	(399,704)	(148,000)	(89,899)
Cash and marketable securities, beginning of year	<u>1,445,743</u>	<u>1,046,039</u>	<u>898,039</u>
Cash and marketable securities, end of year	<u>\$ 1,046,039</u>	<u>\$ 898,039</u>	<u>\$ 808,140</u>

5.0 Institutional Access Plan

5.1 Enrolment Expansion

During the past decade, the College has established a number of new programs and added program cohorts. These initiatives resulted in enrolment growth which peaked at 1309 FLE during 2006/2007. Enrolment decreased by approximately 3% during 2007/2008 due to the strong labour market and the increasingly competitive student recruitment environment. Enrolment is projected to remain fairly steady during the four year plan period.

The Business Plan goals support the creation of academic centres of excellence. Centres of excellence will be created for high school transition, equine science and horticulture. Increased student access will be achieved by the second intake into the Business Administration diploma, ongoing apprenticeship training, and the implementation of the Community Learning Campus (CLC) program plan. A fundamental strategy for the CLC is aimed at making access to pre-employment trades training and selected occupational certificate programs available to high school students on a dual credit basis.

As a Comprehensive Community Institution, the College, in conjunction with Red Deer College will create the Central Alberta College-Community Partnership. The Partnership will ensure we collectively meet our regional stewardship responsibilities to provide services to the region's communities. This partnership will involve the establishment of Community Engagement Sites connected to the SuperNet and equipped with an array of broadband technology including high definition video conferencing equipment, thus facilitating a broad range of community-based program offerings.

The expansion of Animal Health Technology on-line programs continues and will be at full capacity during 2009/10 when the first cohort of students enters their third year of training. The construction of the Canadian Equine Centre of Innovation started in 2008/2009 and will allow for a significant increase in equine training at the Olds campus. Starting in 2009/10, these new facilities will accommodate the offering of an Equestrian Coaching major within the Equine Science diploma and will permit the College to greatly expand our equine science continuing education programming.

Apprenticeship training has been expanded to include Welding and Carpentry. Expanded in-school training in these trades, as well as for Heavy Equipment Technicians, is anticipated over the next four years. Growth of these programs is dependent on incremental funding from Advanced Education and Technology.

Olds College has begun a series of consultations with industry and other stakeholders focused on the creation of an Alberta Centre for Local Enterprise (ACLE). ACLE is a response to the evident need for training, research and incubation services devoted to the rapidly expanding Countryside Enterprise* sector. The sector includes both the conventional forms of rural tourism (rural destinations, tourist events, B&B's) as well as the production-oriented enterprises (direct sales at either markets or the farm gate; specialty market food products) that are growing rapidly across the province. Exciting new opportunities may also emerge from important government initiatives such as the Land-use Framework which support expanded private game management services and eco-tourism enterprises. Olds College is well positioned to meet these needs through the use of the unique capabilities of the Community Learning Campus and the expertise of our faculty and the research staff within the School of Innovation.

* "Countryside Enterprise" and "Countryside Management" are terms used in the EU to describe their vibrant rural enterprise sector. In North America we have typically used more prosaic terms such as "alternative farm income program" in this context. We view the EU nomenclature as more descriptive of a sector that may soon equal production as a source of income for producers and rurally located entrepreneurs.

The transitional Calgary Campus, the Community Learning Campus, and the Canadian Equine Centre of Innovation create the framework to enhance learner access to College programs. The Olds College Capital Campaign has been instrumental in securing the capital resources to fund the expansion required for this enrolment growth.

5.2 Institutional Access Plan

The College's first Institutional Access Plan was submitted in December 2008. This plan details the College's plan for proposed new and expanded program offerings for the College's Olds and Calgary campuses over the next four years. Implementation of this plan is subject to Ministry approval and available program delivery funding. The plan identifies approved program expansion for the 2009/2010 academic year and proposed new programs for the next four years.

Approved Program Expansion

Program	Incremental 2009/10 FLE	Rationale for Approved Program Expansion in 2009/10
School of Business		
Business Administration Diploma (New Accounting Major)	15.0	First year offered. Approximately 45% of business students enter an accounting stream in college business programs. Olds College proposes a new accounting Major for its Business Administration Diploma, that will provide this valued and important skill set to local, regional and rural learners throughout the province. The diploma will be designed to ladder directly into the CGA certification.
Fashion Marketing Program (Enrolment Expansion)	0 Calgary Campus	The demand for fashion retail expertise continues to increase in Calgary, as the fashion industry and fashion retail sector develops and matures with city growth. A doubling of the Fashion Retail Certificate will provide Calgarians with educational opportunities to participate in this vibrant part of the economy. Calgary Economic Development (January 2008), expects the retail sector to add 5,148 jobs between 2007 and 2017.
School of Animal Science		
CECI Equine Diploma (New Major in Equestrian Coaching) 2009/10	10.0	First offering of new Major planned for September 2009 pending AET approval by early 2009. The development of this new Major is currently underway.
Meat Processing Certificate and Meat Industry Management Certificate 2009/10	6.0	First offering of new certificates planned for September 2009 (and winter term 2010), pending AET approval by early 2009. The current 19 week meat certificate is being redeveloped into two 15 week certificates: (1) Meat Processing Certificate (fall term), and (2) Meat Industry Management Certificate (winter term).

School of Agriculture and Environment		
Agricultural Management Diploma 2009/10	5.0	First offering planned for September 2009 pending AET approval by early 2009. The proposal reflects a reconfiguration of the specialized agricultural diplomas at Olds College, into broader-based agricultural programming designed to provide graduates with maximum career flexibility. This new diploma blends the strengths of the College's existing and previous diplomas, and prepares learners for careers managing agriculture production, service and value-adding enterprises. The program also increases recognition of the influence and importance of the marketplace and consumers on a global basis.
Land and Water Resources Diploma (New Rural Land Use Planning Major)	6.0	First offering of new Major planned for September 2009 pending AET approval by early 2009. The proposal is for the addition of a third Major in Rural Land Use Planning. Curriculum within this new Major will build learners' capacity to measure and assess how residential, commercial, industrial and agricultural development may impact rural landscapes and ecosystems. The demand for these skills is growing based on the aging workforce and the decline in the number of planning support staff who are familiar with rural planning issues.
<i>Total</i>	42.0	

Proposed New Program Development 2009/2010 to 2012/2013

Program	Year*	Rationale for New Program Development in 2009/10
School of Animal Science		
Advanced Farrier Certificate	2010/11	The Olds College Advanced Farrier Program is highly recognized nationally, with more applications than current capacity. Discussions are underway regarding the expansion of seats for the certificate program, or the move towards a diploma offering. The current plan is to offer the Advanced Farrier Certificate starting September 2010.
CECI Applied Degree	2011/12	The development of the applied degree would be supported by current and past diploma alumni. The program would likely focus on advanced horse skills, management and research. Since many equine students stay for a third year to obtain a second Major, enrolment for the applied degree is expected to be strong. The current plan is to offer the CECI Applied Degree starting September 2011.
Pet Industry Training Certificate	2011/12 Calgary Campus	This new certificate program is targeted at the urban market and will be offered at the Olds College Calgary Campus. This program will include industry and distance training and will include non-health pet care from an individual to corporate perspective. The current plan is to offer the new Pet Industry Training Certificate starting September 2011.

School of Business	Year*	Rationale for New Program Development in 2009/10
Bookkeeping Certificate	2010/11	Bookkeeping is a skill set that is in demand throughout Alberta. The proposed program will provide learners with an opportunity to gain new skills and pursue opportunities throughout many industries. The program will enable learners to ladder into the Business Administration Diploma program. The current plan is to offer the new bookkeeping certificate starting September 2010.
Business Administration Diploma (Retail Major)	2011/12 Calgary Campus	This program will be offered at the Calgary Campus. The demand for retail expertise continues to increase in Alberta and Western Canada, in the majority of industries ranging from fashion to agricultural input sales. A new retail Major will provide new educational opportunities for Alberta learners. The retail sector is under-represented by post-secondary education in Calgary. The current plan is to offer the new retail Major starting September 2011.
General Retail Certificate	2011/12 Calgary Campus	This program will be offered at the Calgary Campus. The demand for retail expertise continues to increase in Alberta and Western Canada, in the majority of industries ranging from fashion to agricultural input sales. A new general retail certificate will provide new educational opportunities for Alberta learners. The current plan is to offer the new general retail certificate starting September 2011.
Bachelor of Applied Business	2011/12	The Bachelor of Applied Business will provide a career and educational degree pathway for Olds College graduates from various diplomas and programs including: Business Administration, Apparel Technology, Fashion Marketing, Land Agent, Horticulture and Equine. The current plan is to offer the Bachelor of Applied Business degree starting September 2011.
School of Horticulture and Geospatial Technology		
Environmental Horticulture Diploma (New Major in Urban Park Management)	2010/11	Towns and cities strive to provide groomed and natural areas in park systems to enhance the quality of life for citizens, while preserving natural resources. This new Major, offered at the Olds College Campus, will augment core landscape horticulture training with competencies in natural area and sports turf management, and a focus on environmentally sustainable management practices. The current plan is to offer the new Major starting in September 2010.
Bachelor of Science in Agriculture (Horticulture Major)	2011/12	The new B.Sc. Major is being developed in collaboration with the University of Alberta (U of A), to provide learners with a pathway in horticulture, while pursuing a traditional Baccalaureate Degree. The first two years of the degree will be delivered at the U of A, or other institutions. In the third year, learners will be on site at Olds College, taking specialized hands-on training in horticulture, after which they will return to the U of A to complete the final year of the Degree. The current plan is to offer the new Major starting in September 2011 at U of A (learners at Olds College 2013/14).
Horticulture Therapy Diploma	2012/13	This program will help meet the growing demand for skilled workers in health-related careers. It will be developed with a post-secondary partner offering training in patient/client care. The program structure will allow for significant prior learning recognition, enabling trained horticulturists and health care providers to attain the credential in a post-graduate model. The Calgary Campus would be the first location for face-to-face delivery of the Olds College components of the program. The plan is to offer the new diploma in September 2012.

School of Trades & Career Studies	Year*	<i>Rationale for New Program Development in 2009/10</i>
Apprenticeship - Sheet Metal	2010/11	These new four-year apprenticeship programs consist of four periods of 240 hours each. These programs are offered in eight week blocks, in which learners attend one period each year for four years. Funding will be required to operate the program. These courses will fit well with CTS education. The current plan is to offer the new apprenticeship programs starting in September 2010.
Apprenticeship - Machinist	2010/11	
CLC Partnership HET Pre-Employment Skills	2010/11	These pre-employment trade programs have curriculum that follows the first period of the apprenticeship program. It will be open to both high school and adult learners. The programs are 16 weeks in duration, with approximately 480 hours of instruction. At learners can challenge the first period apprenticeship exams at completion. It is hoped that the programs will be within the proposed dual credit/dual funding model. The current plan is to offer the new programs starting in September 2010.
CLC Partnership Welding Pre-Employment Skills	2010/11	
CLC Partnership Carpentry Pre-Employment Skills	2010/11	

* Anticipated implementation year.

6.0 Capital Projections

6.1 Overview

Achievement of Olds College's goals is dependent upon implementation of our capital plan. This plan has two main components:

1. Restoring and preserving existing facilities
2. Constructing new facilities to meet learner needs

The restoration and preservation of the Olds campus will require that the significant deferred maintenance backlog that has developed over the years be addressed. Development and implementation of a multi-year plan will extend the life of aging facilities and avoid significantly higher costs in the future. Recent increases in provincial infrastructure funding and the possible receipt of matching federal funds will enable the College to address our most critical deferred maintenance needs.

The construction of new facilities is necessary for our planned enrolment growth. The Community Learning Campus, Canadian Equine Centre of Innovation and the Botanic Garden expansion will permit new program offerings, enhance our applied research capacity and improve our rural learning environment.

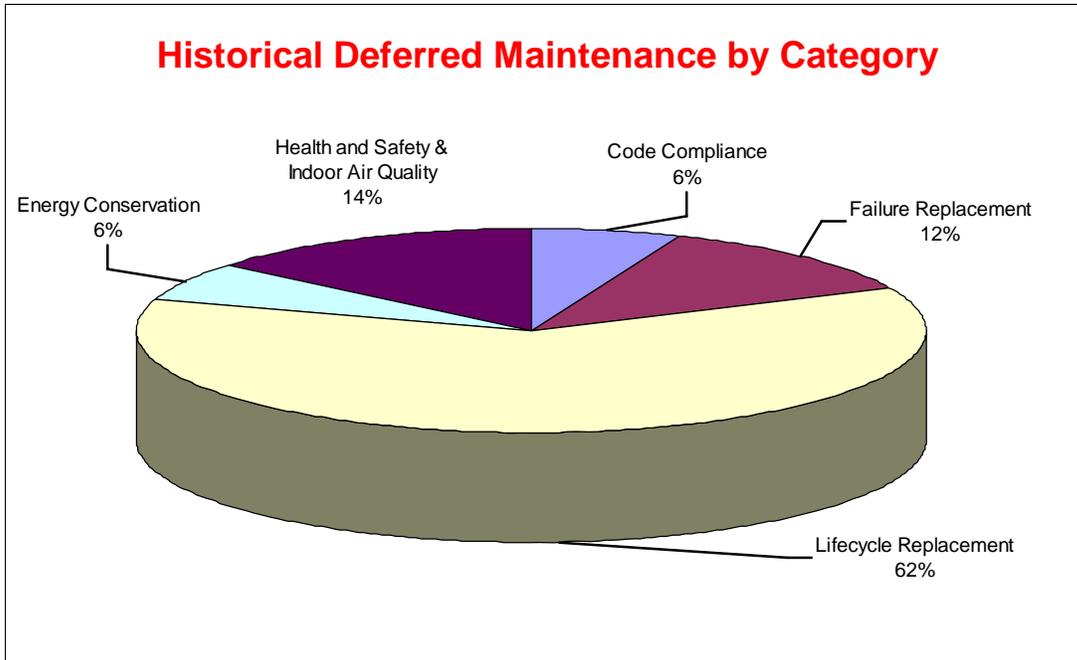
6.2 Renewal and Upgrading

Olds College has an aging infrastructure that requires ever-increasing maintenance. Restoration and maintenance of this infrastructure is a key priority of the College. Seven central campus buildings that encompass the majority of the College's instructional, administrative and student residence space are 40 years old or older.

Commencing in 2008/2009, Alberta Advanced Education and Technology more than doubled the infrastructure maintenance grant. This increased funding will assist the College in addressing critical deferred maintenance need of our aging facilities. Proactively addressing the maintenance of our infrastructure will avoid further deterioration and increased future costs. Alberta Infrastructure's RECAP program indicates a significant increase in the deferred maintenance backlog from \$9.9 million in 2001 to \$33.8 million in 2008. This \$23.9 million increase represents a 242% increase in the deferred maintenance backlog during the last seven years.

	Deferred Maintenance Backlog - RECAP	Percentage Increase	Infrastructure Grant	Percentage Increase
2000/01	\$ 9,891,977		\$ 547,554	
2007/08	33,795,638	242%	1,306,000	139%

The most pressing deferred maintenance element for the College is the replacement of old and inefficient HVAC systems. Updating these systems will cost approximately \$5 million and will result in better interior temperature control, reduced energy consumption while reducing our environmental impact. The initiative to replace these inefficient systems will become part of the College's strategy to achieve our sustainability goal.



In addition to the deferred maintenance issues detailed above, the College's primary residence is now 42 years old and in need of significant upgrading. In 2002, a detailed study of this dormitory identified that a deferred maintenance backlog exceeding \$8 million. This building houses approximately 400 students which come from all regions of the province and beyond. As a rural institution, providing student housing is essential to our operations and our ability to provide student access. Development of "supported status" for our residence buildings is essential if we are to provide rural students with appropriate access to education. Many of our students cannot live at home and commute to the College.

6.3 Long-term Projects

6.3.1 Community Learning Campus (CLC)

Olds College and Chinook's Edge School Division (CESD) are the principle partners in the CLC project, an innovative approach to high school, post-secondary and community education. The CLC plan delivers rural life-long learning that reflects the Government of Alberta's Go Alberta Strategy, the Rural Development Initiative, and Campus Alberta.

The CLC will help high school students make a seamless transition to the workplace, trades apprenticeships, college, or university while enabling them to remain in a rural community. The CLC initiative is unique in that it attempts to address specific rural needs by sharing resources and working jointly with community groups and agencies.

Integrated with the Olds College campus, the CLC consists of four joint use facilities:

- Bell eLearning Centre
- Fine Arts and Multimedia Centre
- Health and Wellness Centre
- Core High School

Construction of the Bell eLearning Centre was completed in spring 2008 and the Fine Arts and Multimedia Centre was completed in February 2009. Chinook's Edge School Division has also constructed a Bus Maintenance Facility on the Olds College campus. The anticipated completion of the construction of the Health and Wellness Centre and the Core High School is January 2010.

Student Enrolment Targets

Once operational, the CLC is expected to increase enrolment at the College as more local students pursue our programs and as high school students take College courses as electives.

	2008/09	2009/10	2010/11	2011/12	2012/13
Students	10	20	20	20	20

Bell eLearning Centre

The Bell eLearning Centre opened its doors in the spring of 2008. Installation of the broadband technology has been completed and program delivery started in the fall of 2008. As a portal to the CLC, it provides a wide range of elearning opportunities, community access to technology, efficient technology services, and enhanced Olds College Students' Association services. This facility is the hub for elearning and the connected community, providing improved rural access to broadband technologies such as videoconferencing through the SuperNet. A combination of flexible space allows for a variety of learning experiences with areas built specifically to accommodate technology applications. Learners have an opportunity to access face-to-face or online learning, video conferencing, or a combination of delivery methods best suited to their needs. The Bell eLearning Centre will provide a venue for the Olds College and Red Deer College's regional stewardship initiative which will provide advanced solutions for distributed rural learning, rural knowledge applications, and rural regional economic development.

Fine Arts and Multimedia Centre

Construction of the Fine Arts and Multimedia Centre began in the fall of 2006 and the centre opened in February 2009. The Fine Arts and Multimedia Centre is a flexible venue that responds to the programming needs of the high school by providing a site for classes in art, band, choir, stained glasswork, dance, drama, and cosmetology. It also provides an instructional, presentation and conference space for Olds College learners. Community access to the centre is encouraged to enhance the performing and visual arts experience for people in Olds and area. The flexibility of the Fine Arts and Multimedia Centre is a central feature. It has several moveable ramped seating configurations, a variety of staging options, and multi-use space.

Health and Wellness Facility

The Health and Wellness Facility will open in January 2010 and will promote a holistic approach to physical, emotional, intellectual, and social growth of all learners and community members. This gateway to the CLC will strive to instill in users a commitment to physical activity and healthy lifestyles. With the addition of a Director of Health and Wellness to the Olds College staff, programs are under development to provide physical fitness training and athletic and sports programming to college learners and the community at large. Specific fitness competencies will be embedded in program curriculum to enhance training and reduce workplace injuries for graduating students. For high school students, the Health and Wellness Facility will be a key venue for addressing the outcomes of the Health and Physical Education and Career and Life Management programs of study.

All users will have an opportunity to develop leadership skills, athletic skills, and healthy attitudes by accessing the many services provided. Included in the Health and Wellness Facility are: three large gymnasiums, a running track, a fitness centre and multipurpose areas for wrestling, aerobics, gymnastics, and child-minding services. The facility will also house Central Alberta Children and Youth Services and Alberta Employment and Immigration. An Integrated Career Centre, a joint project of Alberta Employment and Immigration, Olds College and Chinook's Edge, will provide a wide range of services and resources to all learners and community members. Space within the facility has been allocated for health care professionals. The Health and Wellness Facility will be a hub of activity that will reinforce collaboration through the co-location of fitness, athletic, counseling, health, and government services for learners and the community.

Core High School

The Core High School will be the entrance to the CLC for grades nine to twelve high school students in Olds and area and will open in January 2010. Although many of the components of the high school program are embedded in the previously mentioned facilities, the high school program will be coordinated and centered in the Core High School. Olds High School students will have an opportunity to engage in personalized learning programs to ensure they are supported in a seamless transition through grades nine to twelve and on to the world of work, trades or apprenticeship, college, or university. Students will engage in learning in flexible teaching and learning spaces that will provide classroom, team and individual configurations allowing for self-directed study, project-based learning, or collaborative learning.

Olds High School students will also have access to Olds College facilities and programs beyond the CLC facilities as they move through their programs. They will have access to library resources normally made available to post-secondary students. These resources include electronic databases, like the Lois Hole Campus Alberta Library and text materials in the Olds College Library. The Olds High School library materials are being merged with the collection of the Olds College library. Students will also access a practical arts labs in the Olds College Agricultural Mechanics Building for their skills training courses in trades and apprenticeship programs.

As students enter grades eleven and twelve, they may access other college facilities as they enroll in college, apprenticeship or university courses in conjunction with completing their high school diplomas. Rural

students in Chinook’s Edge School Division will also have access through a combination of distance and on-site opportunities as they are linked to the CLC through remote eLearning Community Engagement Sites in Chinook’s Edge School Division schools.

Project Costs

Funding sources for the CLC include the Government of Alberta, Olds College, Chinook’s Edge School Division, the Town of Olds, Mountain View County, donations, and investment earnings. The multiple funding sources reflect the collaboration embedded in the CLC mission. These joint use facilities encapsulate Alberta’s Rural Development Strategy – meeting the needs of the College, School Division and the local community.

The current budget identifies a funding shortfall of \$668,000 or 1% of projected costs. This shortfall is predominately tied to the purchase of furniture and equipment for the facilities. Furniture and equipment costs have increased because of inflation and the adoption of broadband technology in the Bell eLearning Centre and the Community Engagement Sites. This technology will permit high school and college courses to be delivered by videoconferencing to small rural communities. Olds College and the Chinook’s Edge School Division are researching strategies to eliminate this remaining deficit without adversely affecting programming or the functionality of the buildings.

Community Learning Campus Budget Status Report - April 30, 2009		
Funding Sources		
Government Grants	\$	55,526,481
Chinook's Edge School Division		3,328,573
Olds College Capital Campaign		5,023,344
Local: Town of Olds & Mountain View County		1,300,000
Investment Revenues		2,364,519
Total Funding Sources		<u>67,542,917</u>
Capital Costs		
Olds High School		15,496,922
Fine Arts & Multi-Media Centre		9,862,269
Health & Wellness Centre		24,838,481
eLearning Core		9,137,805
Remote Facilities		1,326,067
Site Development		6,472,560
Bus Maintenance Facility		828,573
College Renovation Costs - CTS Shop & Library		153,350
Non Construction Contingency		<u>95,095</u>
Total Capital Costs		<u>68,211,122</u>
Funding Surplus/(Deficit)		<u>(668,205)</u>
		-1.0%

6.3.2 Canadian Equine Centre of Innovation (CECI)

Olds College has a long history in equine training and the most comprehensive diploma offering in Canada. Students from across Canada and beyond compete for admission into the Equine Science program in the following majors:

- Equine Business Management
- Equine Production and Breeding
- Horsemanship (English and Western)

Included with the equine offerings is the Advanced Farrier Certificate. This very competitive program is highly regarded in North America. Qualified applicants exceed the number of current seats in the program.

The increase in the number of horses in Alberta and Canada has led to significant demand for equine continuing education programming. Equine continuing education is one of the most active programming areas for part-time learners at Olds College. This trend will continue as the general public become more involved in equine recreational activities.

An Equine Study Paper was commissioned in January 2004. The Olds College Board of Governors first included CECI in the Capital Campaign in August 2004 and the CECI Case Study was developed in December 2004. A business plan was completed in early 2007 that identified how CECI will meet the academic and research needs of the equine industry in Canada.

The Canadian Equine Centre of Innovation will focus leading-edge expertise, facilities, technology and applied research in supporting the Canadian equine industry. This will be accomplished through the expansion of existing programming and the development of new offerings. The following table outlines our existing student capacity along with projected capacity with the development of CECI.

Programs	Existing Student Capacity	Projected Student Capacity
Equine Diploma	80	120
Farrier	16	24
Race Track Programming	26	40
Rodeo	50	50
Extension (non-credit)	180	250
Total Student Numbers	352	484
Total FLEs	107	167

Facilities

The CECI is a multi-campus facility with the construction of new facilities and the upgrading of existing facilities on the Olds Campus. The plan also includes the future use of a new equine race track planned by United Horseman of Alberta (UHA) and Ivanhoe Cambridge in Balzac.

Facilities in Olds will include:

- construction of a new stable, arena, livestock and storage facilities
- renovated breeding, foaling and training facilities
- upgrade of existing classrooms on the farm
- relocation of turnout pens and paddocks
- demolition of old structures and site work
- development of a fenced bridle path/buffer zone separating the Centre from the main campus.

The construction of the CECI facilities in Olds started during 2008 and new programming will commence in September 2009.

The CECI budget includes \$1,000,000 for the development of learning facilities in Balzac. The College is reassessing how to best respond to horse racing training needs and may request that these funds be redirected to the CECI facilities on the Olds Campus.

Projected Costs	
Canadian Equine Centre of Innovation	
Provincial Funding	\$10,000 000
Arena and stabling	\$3,900,000
Site work and Penning	1,500,000
Livestock Centre	600,000
Farrier and Breeding	320,000
Foaling Barn	200,000
Feed and waste storage	165,000
Upgrades to existing arena	500,000
Balzac Development	1,000,000
Project fees and expenses/ Contingency	1,815,000
Total	\$10,000,000

6.3.3 Centre for the Horticulture Industry – Olds College Botanic Garden and Treatment Wetlands

In 1999, Olds College approved the development of a living laboratory to support academic programs. The Olds College Botanic Garden – Phases I and II and the Promenade were developed in partnership with industry to maintain and conserve collections of cultivated and native species grown on the northern plains. Phases I and II were opened in 2002, and the Promenade was completed in 2003.

Phase III will complete the vision of the comprehensive botanic garden required to support a national-class School of Horticulture. This initiative is endorsed by:

- LANTA - Landscape Alberta Nursery Trades Association
- CNLA - Canadian Nursery Landscape Association
- ISA - International Society of Arboriculture
- CGSA - Canadian Golf Superintendents Association
- AGSA - Alberta Golf Superintendents Association.

The master plan for the ten plus acre site incorporates naturalized landscapes, specialty gardens, demonstration plots, an arboretum, specialized teaching and event areas, and the retrofit of one of the College's heritage barns. The constructed wetland within the garden will enable Olds College to actively support Alberta's "Water for Life" strategy that states that "Alberta must develop a strategy to ensure we have an effective and sustainable way of conserving, managing and protecting water supplies, which will preserve the environment while maintaining a high quality of life for Albertans."

The completion of Phase III will enhance the College's ability to:

- Provide access to a unique range of plant materials relative to other botanic gardens within the province
- Integrate water management curriculum relevant to Olds College's program mandate
- Improve student capacity to employ land use and environmental planning principles and technology
- Engage students in applied research as a component of curriculum
- Utilize in situ laboratories to demonstrate and practice Integrated Pest Management
- Provide project-based studies in areas such as land use planning, GIS mapping, and native plant material
- Meet industry training needs for:
 - a workforce with technical, supervisory and business capabilities relevant to sustainable landscape design, construction and management
 - local applied research specifically as it relates to water, integrated pest management and knowledge of plant material
 - knowledge and technology to be leaders in environmental stewardship
- Complement existing opportunities for Horticulture/Agri-tourism destinations
- Increase student enrolment capacity by 25

Financial Impact

Projected Costs	
Research and Design	\$ 350,000
Wetland	\$ 1,500,000
Arboretum / Gardens	\$ 770,000
Infrastructure / Buildings	\$ 540,000
Signage / Data Stewardship	\$ 150,000
Contingency	\$ 220,000
Total	\$3,530,000

Timeline

Groundbreaking

Summer/Fall 2009

6.3 Capital Budget

	Provincial Funding & Access to the Future Funds	Other Funding	Total Project Costs	Confirmed Provincial Funding & Access to the Future Funds
Deferred Maintenance Plan	\$ 10,000,000	\$ -	\$ 10,000,000	\$ -
Capital Construction:				
Community Learning Campus *	57,309,481	10,901,641	68,211,122	57,309,481
Canadian Equine Centre of Innovation	10,000,000	-	10,000,000	10,000,000
Botanic Gardens - Wetlands	-	3,530,000	3,530,000	-
Total	\$ 77,309,481	\$ 14,431,641	\$ 91,741,122	\$ 67,309,481

* The Community Learning Campus costs are inclusive of government grants to Chinook's Edge School Division and other funding from Chinook's Edge School Division.

7.0 Tuition Projections

The College's 2009/2010 tuition and related fee budget remained relatively constant at \$6,217,000. This tuition budget reflects increased tuition fees and revised student enrolment. Tuition fees increase 4.1% for the 2009/2010 academic year and comply with the Government of Alberta's new Tuition Fee Policy. This revised policy ties tuition increases to inflation rates. This increase was approved after substantial consultation with the Olds College Students' Association.

The College is also undertaking a curriculum reform exercise. Associated with this exercise is a revision to the method by which credits are calculated. However, the cost of tuition for students will not change as a result of either the curriculum reform or the revised credit calculation.

	Certificate and Diploma Courses	Applied Degree Courses
Courses with historical credit calculation	\$66.20 per credit	\$70.32 per credit
Courses with revised credit calculation	\$132.40 per credit	\$140.64 per credit