

2013 - 2014

annual report



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Career Colleges Ontario Board of Directors 2013 – 2014

Executive Committee

Dean Tremain, <i>Board Chair</i>	CDI College of Business, Technology & Health Care
Rupert Altschuler, <i>Vice-Board Chair</i>	Everest College of Business, Technology & Health Care
Craig Donaldson, <i>Treasurer</i>	triOS College Business Technology Healthcare
Michael Bateman, <i>Executive Committee Member</i>	Grade Learning Centres

Directors

Adriana Costenaro	Bryan College of Applied Health & Business Sciences Inc.
Emidio D'Alfonso	Pre-Apprenticeship Training Institute
Joe Gagliardi	CDI College of Business, Technology & Health Care
Frank Gerencser	triOS College Business Technology Healthcare
Mark Harrington	National Academy of Health and Business
Tim Heggie	Everest College of Business, Technology and Health Care
George Hood	Herzing College
Jennifer Jones	Joy of Dance Centre & Teachers College
John Nelson	Canadian Business College
Greg Nichol	RCC Institute of Technology
Luisa Tanzi	Trebas Institute
Carmen Valero	Canadian College of Educators

Career Colleges Ontario List of Board Committees 2013 – 2014

Main Committees

KPI/Standards

Co-chairs: Rupert Altschuler, Emidio D'Alfonso, Dean Tremain, Tim Heggie, Jennifer Jones, Luisa Tanzi

PCC Act

Board Chair: Dean Tremain
Vice Board Chair: Rupert Altschuler
Co-chairs: Craig Donaldson, Adriana Costenaro

Student Opportunity

Co-chairs: Joe Gagliardi, Greg Nichol, Michael Bateman, Frank Gerencser, Mark Harrington, Tim Heggie

Sub-Committees

Conference

Co-chairs: Rupert Altschuler, Emidio D'Alfonso
Members: Dean Tremain, Frank Gerencser, Larissa Voytek, Leila Chong
CCO Staff: Lorna Mills, April Chato, Alix Matthews-Mahé

Government Relations

Board Chair: Dean Tremain
Vice Board Chair: Rupert Altschuler
Treasurer: Craig Donaldson
Executive Committee Member: Michael Bateman
Members: Jennifer Lambert-Jones, John Nelson
CCO Staff: Paul Kitchin

KPI

Co-chairs: Dean Tremain, Tim Heggie
Members: Carmen Valero, Joe Gagliardi, Luisa Tanzi, Mark Harrington, Julia Gu, Wendy Churchill, Michael Teglas, Jerry Bishop, Judi Smith, Ann Robinson, Florence Glickman, Heather Yang, Amanda Szeto, Edmund Leong
CCO staff: Paul Kitchin

NACC Board Representatives

Members: Frank Gerencser, George Hood,

OSAP

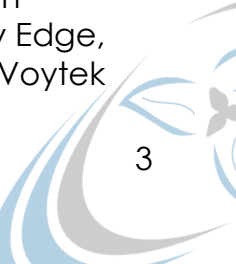
Co-chairs: Joe Gagliardi, Greg Nichol
Members: Craig Donaldson, Julia Gu, Michael Teglas, Florence Glickman, Heather Yang, Nico Banfield, Curt Moeller, Catherine Demelis
CCO Staff: Lorna Mills, Jodie Cole

PCC Act

Co-chairs: Craig Donaldson, Adriana Costenaro
Members: Carol Bruni, Dean Tremain, Greg Nichol, John Nelson, Luisa Tanzi, Mark Harrington, Michael Teglas, Kathy Edge, Jerry Bishop, Judi Smith
CCO Staff: Paul Kitchin, Alix Matthews-Mahé

Quality/Membership/Accreditation

Co-chairs: Jennifer Jones, Luisa Tanzi
Members: Cheryl Russell-Julien, Rupert Altschuler, Adriana Costenaro, Kathy Edge, Brian Merkley, Ann Robinson, Larissa Voytek
CCO Staff: Dena Stuart, Paul Kitchin



Student Funding/Third Party

Co-chairs: Michael Bateman, Frank Gerencser
Members: Greg Nichol, Joe Gagliardi, Mark Harrington, Julia Gu, Florence Glickman, Heather Yang, Nico Banfield
CCO Staff: April Chato

Student Success

Co-chairs: Mark Harrington, Tim Heggie
Members: Cheryl Russell-Julien, Dean Tremain, Michael Bateman, Kathy Edge, Heather Yang, Nico Banfield
CCO Staff: April Chato, Alix Matthews-Mahé

Budget Committee

Chair: Craig Donaldson
Member: Luisa Tanzi
CCO Staff: Paul Kitchin, Lorna Mills

Nominations Committee

Chair: Dean Tremain
Members: Adriana Costenaro, Carol Bruni, Cheryl Russell-Julien
CCO Staff: Paul Kitchin

**Career Colleges Ontario
Annual General Meeting Agenda
May 7, 2014
3:00pm - 5:00pm**

Agenda

3:00 – 3:20

- 1. Administration**
 - a) Call to Order
 - b) Welcome
 - c) Confirm quorum
 - d) Declarations of Conflict of Interest
 - e) Approval of Agenda
 - f) Self-introduction of Attendees
 - g) Adoption of Minutes from May 30, 2013 AGM

3:20 – 3:50

- 2. Election of Directors**
 - a) Nominations Report
 - b) Introduction of Candidates
 - c) Voting

3:50 – 4:10

- 3. Activity Report**
 - a) President's Report
 - b) Executive Director's Report

4:10 – 4:35

- 4. Financial Report**
 - a) Approval of Audited Statements to March 31, 2013
 - b) Approval of unaudited statements to March 31, 2014
 - c) Approval of Budget for 2014/2015
 - d) Approval of Membership Fee Schedule and Affiliate Fee Schedule for 2014/2015
 - e) Appointment of Auditor for 2014/2015

4:35 – 4:45

- 5. Closing the Meeting**
 - a) Announcement of Election Results
 - b) Ratification of Actions of the 2013/2014 Board of Directors
 - c) Adjournment

4:45

- 6. New CCO Board of Directors**
 - a) Picture of New CCO Board for Website
 - b) Meeting of New CCO Board of Directors
 - a. Albert Salon, Marriott Hotel





Minutes of the OACC May 30, 2013 Annual General Meeting held at Caesar's Hotel, Windsor, Ontario

Call to Order

Peter Dykstra, President called the meeting to order at 2:45 p.m.

A count of 29 member representatives present, confirmed that the minimum number required to be present for quorum of 28 had been exceeded. Peter Dykstra then declared that quorum was present.

Approval of the Agenda

Peter informed the members that a change to the agenda was identified prior to the AGM and that change was to move the acceptance of the minutes up one item and to switch the times for the presentation of Bylaw changes and introduction of those people who are standing for the election to the new board.

It was moved by Emidio D'Alfonso, seconded by Michael Bateman and carried that the agenda be approved as amended.

Present

Helene Adams *	Elegance School of Esthetics
Monica Agius	St. Andrews Insurance
Ryan Alary	North American Trade School
Ziad Al-Hihi *	CompuCampus College
Rupert Altschuler *	Everest College of Business, Technology & Healthcare
Kamilijit Bal *	Canadian Institute of Management and Business
Nico Banfield	Academy of Learning Franchisor Office
Maggie Baomin-Guo *	Canadian Beauty College, 209 – 130 Davis Drive, Newmarket
Stephen Bartolini *	KLC College: Healthcare, Business, Education
Michael Bateman *	Grade Learning
Mary Grace Bejemel	Cornerstone College of Healthcare and Business
Laleh Bighash *	Academy of Applied Pharmaceutical Sciences (AAPS)
Carol Bruni	Regulatory Matters
Jessica Bukovac	CompuCampus College
Grant Bunke	Canadian College of Educators
Fanny Calucag *	Cornerstone College of Healthcare and Business
Amanda Casinha-Ginther *	Canadian Beauty College, 120 Eglington, Toronto
Bob Connors *	Waterloo Wellington Flight Centre
Adriana Costenaro *	Bryan College
Emidio D'Alfonso	Herzing College
Craig Donaldson	triOS College Business Technology Healthcare
Martin Durlak	Trillium College
Peter Dykstra *	Medix College of Healthcare – A division of The Career College Group

Joe Gagliardi
Frank Gerencser *
Florence Glickman
Julia Gu *
Mark Harrington *
Karen Harris

Tim Heggie
George Hood *
Elizabeth Jeffers *
Annie John *
Linda Kamalkov *
Navraj Kamwal
Paul Kitchin
Layne Kulchecki *
Jennifer Lambert-Jones *
Edmond Leong
Michael McAllister
Dave McCormack
Tanya Meikle
Brian Merkley *
Ruth Merryfield *
Lorna Mills
Terry Miosi
Dean Nadorozny
John Nelson *
Greg Nichol
John Nunziata
Rick Ostoffe

Rathi Param
Melissa Petrucci
Robert Prendergast
Patricia Pouget *
George Randolph
J.P. Rozell *
Cheryl Russell-Julien
Abigail Santos
Paula Schneer
Keith Seaboyer
Gerry Slattery *

Des Soye *
Cynthia Sunny *
Luisa Tanzi *
Wendy Teetzel
Michael Teglas *
Sapna Thakur

CDI College of Business, Technology & Health Care
triOS College Business Technology Healthcare
Academy of Learning Franchisor Office
Evergreen College, 67 Yonge St., Toronto
National Academy of Health and Business
Medix College of Healthcare – A division of The Career College Group
Everest College of Business, Technology & Healthcare
Herzing College
Trillium College
RCC Institute of Technology
Westervelt College
St. Andrews Insurance
Ontario Association of Career Colleges
College of Renewable Energy
Joy of Dance Centre and Teachers College
Tator, Rose & Leong Chartered Accountants
Herzing College
Herzing College
Creologix
Cornwall Career Academy
Canadian College of Health Science and Technology
Ontario Association of Career Colleges

CDI College of Business, Technology & Health Care
Canadian Business College
RCC Institute of Technology
Parliament Group - Government Lobbyist
Medix College of Healthcare: A division of The Career College Group
North American Institute of Pharmaceutical Technology
Canadian Beauty College
Westervelt College
Great Lakes Technical Training
Randolph Academy of the Performing Arts
Academy of Learning Franchisor Office
Hands On Practical Solutions
Ontario Dental Education Institute
RCC Institute of Technology
College of Renewable Energy
Medix College of Healthcare: A division of The Career College Group
Algonquin Careers Academy
Evergreen College, 200 – 1265 Morningside Ave., Toronto
Tebas Institute
Westervelt College
Academy of Learning, Kingston
Stanford International College



Don Thibert	Westervelt College
Dean Tremain *	CDI College of Business, Technology & Health Care
Carmen Valero *	Canadian College of Educators
Linda Vranic	LV Consulting
Janet Williamson *	Stanford International College
Glen Woodward	Corporation Insurance – National Vice-President

Approval of Minutes of the 2012 AGM

Peter Dykstra asked for any errors or omissions in the minutes of the May 31, 2012 annual general meeting that had been pre-circulated. ***It was moved by Elizabeth Jeffers, seconded by Dean Tremain and carried that the minutes of the May 31, 2012 OACC annual general meeting be approved as circulated.***

Amendments to OACC Bylaws

Peter called on Don Thibert to make the presentation to the members about the proposed amendments to OACC's bylaws. Don thanked the committee for the 1,000 hours of work that went into these amendments. He noted that the committee had to become familiar with the New Ontario Not For Profit Corporations Act (ONCA) and then work with a lawyer who is an expert in this area to get OACC to the presentation today. Don explained that the proposed By-law No. 2 had been pre-circulated to all members on May 16, 2013 and that the By-law/Governance committee had held a conference call to answer questions about the amendments on May 23, 2013.

Don informed the members present that he would walk them through the proposed bylaw amendments, open the floor for any questions and finally would ask for a motion to approve the entire set of amendments known as bylaw number two.

Don reported that it was anticipated that there would need to be a two-phase approach to amending the by-law for compliance with ONCA since the regulations were expected to take effect in early 2014. He noted that the proposed By-law No. 2 contained all of the changes that could be made this year and other changes that would be included in By-law No. 3 would be presented at the 2014 Annual General Meeting.

Following Don's review of Bylaw #2 ***it was moved by Frank Gerencser, seconded by Michael Bateman and carried that Bylaw #2 be approved.***

Introduction of Candidates for Election

Peter Dykstra presented each of the nominees on the slate and asked them to speak for one minute on what they can bring to the OACC Board of Directors. He noted that Hira Ahuja was not able to be present at the AGM.

Election of Directors

Peter called on Don Thibert, as the chair of the Nominations Committee to conduct the election. Don Thibert thanked the nominations committee and noted that with 7 board members declining to seek re-election, the committee faced a huge challenge in putting together the slate. Don reported that the slate that included 22 candidates had been distributed to all OACC members on May 9, 2013. Don noted that Dean Nadorozny had

withdrawn his candidacy, and instructed voting delegates to strike his name from their ballots.

Don then noted that with the approval of at least two-thirds of the members present, it would be possible to accept additional nominations of candidates from the floor of the annual general meeting.

It was moved by Frank Gerencser, seconded by George Hood and carried with more than two-thirds of members present in favour that nominations from the floor be accepted.

Don called for nominations. Dean Tremain nominated Joe Gagliardi who agreed to stand, George Hood seconded the nomination.

Don called for nominations two more times from the floor.

It was moved by Dean Tremain, seconded by George Hood and carried that nominations from the floor be closed.

Joe Gagliardi made a short presentation to the membership about his candidacy.

Don instructed the members to add Joe Gagliardi's name to the back of the ballot. He also instructed the members to select up to 16 names that they would like to see as their OACC Board of Directors.

It was moved by Frank Gerencser, seconded by Michael Bateman and carried that Cheryl Russell-Julien and Carol Bruni be appointed as scrutineers for the election who would collect and count the ballots.

As Don was leaving the AGM, Peter Dykstra recognized him and his accomplishments over his tenure on the OACC Board of Directors.

OACC Activities and Accomplishments for 2012

Peter then reported on the Activities and Accomplishments of OACC over the past year.

Peter thanked the OACC staff, board, committees and members for their support throughout 2012 – 2013.

Peter concluded his comments by noting that the association had registered a new business name and that the target would be to begin to operate under the name "Career Colleges Ontario" and the new logo as of July 1, 2013.

NACC Update

Peter then called on George Hood and Frank Gerencser, OACC representatives on the NACC Board to report on NACC activities for 2012 - 2013.

Following this report Frank Gerencser reported on the NACC Legal Fund that NACC has asked members to donate to. He said that NACC has used this fund a couple of times to get legal opinions on issues affecting NACC members.

In response to a question, Frank reported that NACC has created a second brand, "Career Colleges Canada" which is an external brand and is used when speaking outside of Canada. Peter thanked Linda Vranic who had been engaged by OACC in 2012/2013 as a Senior Policy Analyst on a contract basis to work on the preparation of OACC's position paper on recommended changes to the Act and Regulations that would be provided to the Minister of Training, Colleges and Universities, several MPPs and the Superintendent of the PCC Branch.

Financial Report

Peter welcomed Craig Donaldson, OACC Treasurer to report on OACC's financials. Craig echoed Peter's comments on the success of OACC over the year. He noted that there was a great level of activity this year that included many meetings with MPPs. Craig also noted the OACC Response to Minister Murray's Discussion paper on Post-Secondary Education and that it has been read by many influential people such as MPPs, Minister of Training, Colleges and Universities, News Reporters, etc.

Craig informed the members that Paul Kitchin and Linda Vranic went across the province meeting and consulting with members regarding the PCC Act Review.

Audited Statements at March 31, 2012

Craig reported that the audited statements for 2012 that were prepared by auditor Dave McCarroll showed a total surplus of over \$30,000 but noted that the general side did show a loss.

It was moved by Rupert Altschuler, seconded by Michael Bateman and carried that the audited statements at March 31, 2012 be accepted.

Unaudited Financial Statements at March 31, 2013

Craig directed the members to the unaudited Balance Sheet at March 31, 2013 on page 26 of the Annual Report Booklet, the departmental unaudited Revenue and Expense statements on page 27 and the unaudited Consolidated Statement on page 28. He informed the members that notes to all could be found in their AGM packages.

Craig noted that the Investment certificate decreased from previous year, Revenues decreased and the Expenses also decreased over the year. He reminded the members that last year a budget was passed for a significant loss to allow OACC to accomplish certain tasks such as the PCC Act Review.

Craig asked for questions and when there were none he asked for a motion to accept the unaudited financial statements at March 31, 2013.

It was moved by Carmen Valero, seconded by George Hood and carried that the unaudited financial statements at March 31, 2013 be accepted.

Budget for 2013 – 2014

Craig directed the members to the budget for 2013 – 2014 beginning on page 29 in the Annual Report Booklet.

Craig reported that the overall budget for 2013 – 2014 is showing a loss, but would be moving into a surplus for 2014 – 2015.

Craig reported that OACC has made progress on several issues in 2012/2013 and that the board wanted to expand on that work. He reviewed a proposed set of goals for 2013/2014 and noted that those goals would be achievable with a re-organization that would include the engagement of a CEO in 2013 – 2014.

Craig reported to the members that there would be a cost of these organizational changes. He noted the board is open to the CEO position being a person or an organization that operates out of Toronto. He also reported that there would be a slight increase in legal costs regarding the move to the new Ontario Not for Profit Corporations Act. As a result, Craig noted the board would be recommending a \$0.10 increase in the cost of transcript storage, an increase in fees for Allied Members (now to be known as Affiliates) as well as a \$350 increase in Membership fees per fee schedule category. Craig noted that membership fees had not been raised in 14 years.

Craig informed the members that as a result of the increase in membership fees, the board has developed a policy for payment that would see a member making their membership fee payments in 4 equal payments but if the member wished to pay their membership fees in one lump sum by October 1, 2013 and agreed to pay by cheque, cash or money order, they could receive a \$100 discount.

Craig then asked for questions or comments from the members and George Hood noted that \$200 of the membership fees of an OSAP designated career college and \$100 of the membership fees of a "non-designated" career college are paid by OACC to NACC on behalf of the members.

Craig asked for a motion to approve the budget as presented as well as the proposed new membership fee schedule, the proposed new Affiliate fee schedule and the proposed increase in the transcript storage fee. ***It was moved by Rupert Altschuler, seconded by Mark Harrington and carried that the proposed budget for 2013 – 2014 be approved as presented; as well as the proposed new membership fee schedule, the proposed new Affiliate fee schedule and the proposed increase in the transcript storage fee.***

Craig then asked for a motion to appoint Dave McCarroll as OACC's auditor for 2013 - 2014. ***It was moved by Michael Bateman, seconded by Des Soye and carried that Dave McCarroll be appointed as OACC's auditor for 2013 – 2014.***

Results of Election of Directors

Peter Dykstra received the ballot count from the scrutineers and reported to the Membership that the following individuals had been elected to serve on the Board of Directors: Rupert Altschuler, Michael Bateman, Adriana Costenaro, Craig Donaldson, Emidio D'Alfonso, Frank Gerencser, Mark Harrington, Tim Heggie, George Hood, Jennifer Lambert-Jones, John Nelson, Greg Nichol, Luisa Tanzi, Dean Tremain, Carmen Valero and Joe Gagliardi.

Peter Dykstra noted that he and 4 other Directors who had served on the 2012 – 2013 Board

were retiring from the Board and he thanked the following people for their service: Rui Cunha, Elizabeth Jeffers, Don Thibert and Larissa Voytek.

Peter thanked everyone for their support and guidance throughout his time on the board.

It was moved by Frank Gerencser, seconded by Mark Harrington and carried that the ballots of the election for directors be destroyed.

It was moved by Des Soye, seconded by Gerry Slattery and carried to ratify the actions of the 2012 – 2013 OACC Board of Directors.

Terry Miosi addressed the members noting that Peter Dykstra has accomplished a lot in the past 3 years as President of OACC.

It was moved by Frank Gerencser, seconded by George Hood and carried that the AGM be adjourned at 4:45 p.m.

Board Chair's Report



I would like to take a minute to say thanks for the opportunity to serve as Board Chair for the past year. It has been an event filled term with a great deal of interaction between stakeholders in all facets of the sector.

The goal of the 2013/14 term was to identify three key areas that CCO would focus on impacting through its advocacy, influence and expertise. The areas we landed on were the PCC Act Review, KPI Implementation and lastly but most importantly Student Success. Three main board committees focused on incorporating many different aspects of the PCC sector issues into their priorities based on demand, importance and impact to the career college student population.

Early in the term we saw the implementation of KPI tracking back into the sector after many years under a moratorium. It is never easy to have such a large project launched but months later we are seeing some stability come into the submission process at the very least. Time will tell what the results will look like and CCO continues to work with MTCU and Forum Research on improving the overall process.

Another key focus this year was on the PCC Act Review which continues to be a very large endeavour. CCO published a comprehensive report of recommended legislative/regulatory changes based on many hours of consultation with the membership. The work on the desired changes is still in progress with some items currently being addressed under a collaborative PCC Act Modernization initiative involving CCO and the ministry. Many of these key items can be addressed operationally and will not require legislative changes in order to achieve the desired improvements within the PCC sector and with respect to the standard of service provided by the Ministry.

We had some positive news from the ministry around the inclusion of career college students in the eligibility criteria for the Ontario Tuition Grant program. This is a big step in correcting public perception about career colleges and their validity within the Ontario post secondary education framework. Along with this break-through came some modifications to OSAP policies that were intended to bring increased accountability to the sector by focusing on overall student success and improved outcomes. CCO representatives spent many hours as sector advisors working with the Ministry on the fine details of the OSAP changes to ensure that they were fair and achievable. In the end, these policy modifications have also opened new opportunities for the non OSAP colleges to once again consider applying for student funding designation.

All in all it has been a very busy year for the career college sector and CCO. The items outlined in this report are merely high level reflections of the countless hours spent by the CCO staff and board members who represent the sector on a daily basis. I would like to personally thank the entire board of Directors who volunteer their time to promote the sector and devote personal resources as well as subject matter expertise whenever needed. I also

would like to thank Paul Kitchin and Lorna Mills who lead a very dedicated team at the CCO office and give tirelessly day in and day out. The CCO staff are the best in the business when it comes to working with our membership and assisting schools with their financial aid needs. I encourage you to read the Executive Director's report for a more comprehensive look at the past year. I wish the association all the best moving forward.

Sincerely,

Dean Tremain

Executive Director's Report



May 7, 2014

To: Membership of Career Colleges Ontario

From: Paul Kitchin, Executive Director

Introduction

This report is intended to provide the members of the association with a review of many of the activities undertaken by the elected volunteer members of the Board of Directors, the volunteer members of the Board committees and sub-committees, and association staff during the 2013/2014 year.

While this report will not touch on all activities, it will cover the main accomplishments achieved by the association during the past year, outline the work in progress, and provide a view of the work and challenges that lay ahead for the new Board in 2014/2015.

This report is broken out into four main sections – Sector voice, Student Opportunity, Member Support, and Governance/Administration. Each of the main sections covers numerous related topics.

Before touching on the main sections, it is important to report that the association underwent a highly successful re-branding in 2013/2014 under which the operating name of the association changed from Ontario Association of Career Colleges (OACC) to Career Colleges Ontario (CCO). In addition to the launch of the new name and logo on July 1, 2013, a transformation of the association's website look, feel and layout (www.careercollegesontario.ca) was completed. Many thanks to Great Exposure, our partner on this project, which donated the time and expertise of their staff in order to make the transformation a success.

1 Sector Voice

Every year the association advocates for changes that will positively impact both the career college sector and career college students. Throughout the course of the past year, a number of the changes that CCO had started to advocate for in prior years were achieved, announced and/or implemented. Those changes are highlighted in the "Accomplishments" sub-section below.

In the "Advocacy/Representation" sub-section below, the report provides an update on the progress that was made during the year on other issues that had been begun in prior years or had been initiated in 2013/2014 in relation to the Board's three main priorities (the PCC Act, key performance indicators and standards, and student opportunities).

The final sub-section entitled “Political Outreach provides a snapshot of the efforts made by CCO members and staff to make elected officials and their staff more aware of the contribution of the career college sector as well as the changes that would be required in order to ensure equitable treatment of students and facilitate a fuller more effective utilization of the career college resource in Ontario.

1.1 Accomplishments

1.1a Ontario Tuition Grant



On January 20, 2014, Honourable Brad Duguid, Minister of Training, Colleges and Universities announced that eligibility for access to the Ontario Tuition Grant had been extended to include qualified career college students. CCO had begun to advocate for the extension of eligibility late in 2011 and worked very closely with the Minister and his staff as well as Ministry officials from both the PCC Branch (PCCB) and the Student Financial Assistance Branch (SFAB) throughout 2013 in order to achieve a positive outcome for career college students and the sector. CCO's efforts since the 2013 AGM included but were not limited to:

- meetings with Minister Duguid in June, October, November and February
- meetings with Minister Duguid's staff in July, October, November, December, and January
- meeting with Premier Wynne's staff in June
- meetings with Ministry staff in July, October and November
- participation in sector consultation on OSAP designation in July
- sent letters to Minister Duguid in July and October
- sent letter to SFAB in August

1.1b Lifting of Moratorium on OSAP Designations

In January of 2014, Assistant Deputy Minister Nancy Naylor introduced changes to the criteria for being approved for and retaining OSAP designation that allowed her to announce an end to the moratorium that the Ministry had put on new designations more than two years earlier. During 2013, CCO successfully negotiated the modification of the original changes proposed by government in order to make the changes fairer and allow sufficient time for the transition to the new designation retention criteria. CCO's efforts in this regard since the 2013 AGM included those outlined above in conjunction with the announcement regarding

the Ontario Tuition Grant.

1.1c PCC Act – “Students first”

In June of 2013, CCO released its “Students First” document that detailed a full set of recommendations for changes to the PCC Act, 2005, Regulation 414/06, Regulation 415/06, and Ministry policies and procedures that would help to modernize the way in which the career college sector is regulated, foster high quality education, provide appropriate protection for students and facilitate a fuller more effective utilization of the career college sector to the benefit of Ontario's economy. CCO had begun the process of reviewing the existing legislation, regulations and policies in 2010 and had consulted with its membership through regional meetings conducted in February of 2013 before finalizing the “Students First” report. In conjunction with the release of the paper, CCO met with staff in Premier Wynne's office and with Minister Duguid to share the report and discuss the broad direction of its recommendations.

Following the release of the paper CCO circulated the report to all MPPs, Ministry staff, and the media. Prior to the September 18, 2013 deadline for the Superintendent to submit his report on the PCC Act review to Minister Duguid, CCO took the following action:

- met with the Minister's Policy advisor and Ministry staff on July 15
- met with PC Party Critics MPP Rob Leone and MPP Garfield Dunlop on July 29
- met with Assistant Deputy Minister Nancy Naylor and Ministry staff on August 16

Following the Superintendent's report submission, CCO also:

- met with Minister Duguid on October 2
- met with Minister Duguid's Policy Advisor and PCC Branch staff on October 2 to review the Superintendent's recommendations
- sent a letter to Minister Duguid on October 16 expressing concern over the Superintendent's report
- met with ADM Nancy Naylor and PCC branch staff on October 4 over enforcement provisions currently included in the Act and Regulations
- met with Deputy Minister Deborah Newman and Ministry staff on October 22 regarding next steps and the formulation of a joint CCO/MTCU PCCA Modernization Advisory Committee to collaborate on the operational, regulatory and legislative changes that would be required

1.1d International Students

In July of 2013, the Ministry of Training, Colleges and Universities released its framework and application package for educational institutions interested in becoming designated for the purpose of the recruitment and enrolment of international students in Ontario. CCO had begun discussions in 2010 with the Ontario government in order to ensure that all career colleges that met the institutional criteria established for the recruitment of international students would be able to apply for approval in accordance with the new federal regulations being developed. In 2012 and 2013 CCO had responded to publications by Citizenship and Immigration Canada of its intent to amend its regulations in respect to international students, calling for the inclusion of career colleges on the list of

approved educational institutions. In January of 2013, CCO participated in a joint CIC/MTCU consultation session and wrote to MTCU in February of 2013 providing recommendations regarding the proposed criteria to be used in the designation framework in Ontario. CCO has acted as a resource to member career colleges since the release of the application package in July and developed and circulated a directory of consulate offices in Ontario to the membership. At the time of writing, the designation process in Ontario was well underway and more than 200 career colleges had applied. It was still anticipated that the launch of the new federal regulations would happen on June 1, 2014.

1.1e Re-introduction of Key Performance Indicators (KPI)

On July 12, 2013, the Ministry of Training, Colleges and Universities announced to career colleges in Ontario that are designated for OSAP purposes that the first phase of a new KPI initiative was being launched. At the urging of CCO, the Ministry had, in 2005, put a moratorium on the original KPI initiative for OSAP designated career colleges and included a provision in the PCC Act, 2005 and Regulations requiring all registered career colleges to collect and publish meaningful KPI. Following the submission in 2009 of the HAL consulting report on KPI for career colleges, CCO has been urging the Government to re-introduce KPI for the career college sector. In June of 2012, CCO representatives joined a KPI Sector Advisory Group to collaborate on the design of the KPI process and assist with the selection process in securing a third party service provider responsible for gathering data and calculating graduation rates, graduation employment rates (in field of study and in any field). On October 1, 2013, the KPI Sector Advisory Group met again and provided the Ministry and Forum Research feedback on the data upload process. At the time of writing, phase 1 of the KPI process was approximately two-thirds completed. It was also anticipated that Phase 2 that would add graduate satisfaction and employer satisfaction rates would begin in the summer of 2014, and that phase 3 that would include non-OSAP career colleges and all five indicators would commence in the summer of 2015. CCO will continue to participate in the Sector Advisory Group and monitor the KPI process to ensure the integrity and meaningfulness of the indicators, and is confident that the KPI data will reflect well on the outcomes achieved by Ontario's career colleges.

1.1f City of Toronto



In March of 2014, the education branch of the Economic Development Division of the City of Toronto office held a roundtable discussion session with career colleges located in Toronto to determine how the City and the career college sector might collaborate in order to promote Toronto as a destination for employers, promote the career college resource and address the current needs of existing employers for a highly skilled labour force. CCO had participated in an initial introductory meeting with City of Toronto staff in March

of 2011, and while further collaboration was temporarily put on the back burner, CCO was approached in early 2014 about promoting the event and agreed to make a presentation at the roundtable session on the challenges facing the career college sector. As a result of the roundtable session, two working groups have been formed to develop a plan for addressing the issues of "Promotion and Advocacy" and "Business Connections and Newcomer Initiatives".

1.2 Advocacy/Representation

In 2013/2014 CCO representatives participated in third party stakeholder events pertaining to postsecondary education and also represented CCO on a variety of advisory groups and committees relating to the career college specifically or to postsecondary education generally. In both cases, CCO was able to advocate for policies and practices that would treat career colleges and career college students equitably.

1.2a PCCA Modernization Advisory Committee

As a result of the work done by CCO, described above, in relation to the review of the PCC Act, 2005, CCO was asked in January of 2014 to appoint representatives to the Ministry's PCCA Modernization Advisory Committee. The committee which has met twice on February 11 and April 7, 2014 is reviewing Ministry proposals regarding possible regulatory changes relating to recommendations contained in the Superintendent's PCC Act review report submitted to the Minister on September 18, 2013, including an educational program for new applicants for registration, admissions requirements, instructor qualifications, student contract content, definition of vocational program, and exemptions, advertising, and mid-point evaluations.

CCO has urged that there is a need for further discussion about multi-level regulation and the introduction of a category of accredited career colleges, introduction of Ministry service standards, introduction of a financial security posting requirement for Charitable career colleges, establishment of a \$1 million revenue threshold for requiring audited financial statements, reduction of red tape and duplication, transparent disclosure of criteria leading to conditions placed on registration, and elimination of discretionary changes to amount of financial security to be posted. It has been noted by the Ministry that financial matters would be addressed in an upcoming actuarial study being commissioned by TCAF, and that many program approval and Ministry service standards concerns would be addressed with the upcoming launch of the new IT system PARIS that has its own focus group of users.

1.2b Deputy Minister's PCC Advisory Committee

On October 22, 2013, the PCC Advisory Committee co-Chaired by Deputy Minister Deborah Newman and CCO Executive Director Paul Kitchin was convened to discuss the review of the PCC act, 2005, the proposed changes to the OSAP institutional designation and designation renewal criteria, and the progress made on the development of the PARIS system to replace the RICC system. As a result of that meeting, the Ministry committed to establish the PCCA Modernization Advisory Committee consisting of CCO and PCC Branch representatives to provide advice on potential changes to operational policies, regulations

or the legislation. It was also agreed that CCO and the Student Financial Assistance Branch would engage in further dialogue about the proposed OSAP designation changes in order to resolve issues of concern, including de-designation criteria based on low KPI rates and high student loan default rates. Further information about both of these initiatives is included earlier in this report.

1.2c TCAF Advisory Board

The TCAF Advisory Board, currently Chaired by CCO Executive Director Paul Kitchen and Vice-Chaired by CCO External Advisor Carol Bruni met on September 9, 2013 and again on February 13, 2014. The Advisory Board, consisting of 3 additional CCO representatives, a lawyer and an actuary advises the Superintendent with regard to the training completion options related to specific closures. During its February 13 meeting, the Advisory Board reviewed a draft RFP for the recruitment of an actuarial firm that will study TCAF and make recommendations with respect to premiums, financial security, surcharges, levies, the target fund balance and premium refunds. It is anticipated that the Advisory Board will review the draft actuarial report and provide advice on the recommendations to the Superintendent.

1.2d PSW Standard Working Group

In the Spring of 2013, CCO was asked by the Ministry of Training, Colleges and Universities to appoint a representative to participate as a member of the Working Group that would be leading the work to be done on the development of vocational learning outcomes and a common program standard for the PSW program. CCO was also asked to identify a career college that would be able to host a focus group meeting in June of 2013 of community college, career college and school board providers of PSW programs. At the time of writing, the work on this initiative was close to being completed.

1.2e Student funding

Members of CCO's Student Funding/Third Party funding sub-committee continued to meet in 2013/2014 with the Assistant Deputy Minister for the Employment Ontario Division with respect to the Second Career program in an effort to achieve equitable treatment under the program's tuition cap policy and address any biases that arise regarding counsellors approving students to attend public institutions rather than career colleges. ADM David Fulford has agreed to make a presentation at the 2014 CCO/NACC annual conference. CCO sub-committee representatives also continued to meet with WSIB officials in 2013/2014 regarding the sponsorship of training programs for injured workers.

1.2f OSAP

In 2013/2014 CCO's OSAP sub-committee continued to meet with officials from the Student Financial Assistance Branch. As a result of earlier discussions, the active participation policy was modified for the 2013/2014 OSAP academic year, allowing students to miss up to 28 consecutive days of classes before having to be withdrawn from their programs of study for OSAP purposes. During the January 23, 2014 meeting CCO representatives argued successfully against a proposal to restrict career colleges to making only one change to their

cost codes per year.

The CCO OSAP committee consulted with the Ministry on the redesign of the Student Activity Update Form (SAUF) that now allows FAAs to notify the Ministry and CCO's FAO about the reason for a student withdrawal that makes it easier to determine if Academic Probation should be added to a student's OSAP file. The new SAUF also provides an opportunity for a FAA to notify the Ministry and CCO's FAO about tuition and book cost overrides.

1.2g Youth Job Strategy Consultation

CCO received an invitation through the Ministry of Training, Colleges and Universities and sent a representative to participate in a Youth Job Strategy consultation session being held on June 20, 2013 and chaired by Minister Duguid. The consultation focused on experiential learning, mentoring, entrepreneurship, and increasing educational attainment among traditionally marginalized groups of students.

1.1h Summit on Talents and Skills for the New Economy

CCO received an invitation through Premier Wynne's office and attended a provincial summit on talent and skills for the new economy that was held for educators, business people and labour representatives on March 18, 2014 and was hosted by Deputy Minister Deborah Newman of MTCU.

1.1i PCC Branch

Throughout the year, CCO's Executive committee members met either individually or as part of various committee meetings with Acting Superintendent Wade Crevier, Superintendent Carol Strachan, Acting Registration Unit Manager Jeff Jarman, Registration Unit Manager Noel Abbott, and Quality and Partnerships Unit Manager Marilyn Gurevsky for updates on PCC Branch activities. In addition, Superintendent Carol Strachan and QPU Manager Marilyn Gurevsky made an update presentation at the February 4, 2014 meeting of the CCO Board of Directors.

1.3 Political Outreach

During the past year CCO reached out to elected officials from all three political parties in a variety of ways in order to raise their awareness of and appreciation for the contribution that career colleges make in preparing Ontarians to enter or re-enter the labour force.

1.3a CCO Queen's Park Days

During 2013, CCO organized two very



successful Queen's Park Days held on April 17 and September 25. In total, the delegations of CCO member colleges met with more than 50 MPPs. The April event which featured a student showcase reception for MPPs and staff and included remarks by Minister Duguid, PC critic Garfield Dunlop, NDP Critic Theresa Armstrong and two career college graduates, was well attended by a large number of MPPs including Premier Kathleen Wynne.

1.3b Political Party Conventions

CCO participated as a bronze sponsor with a booth at the 2013 PC Party Convention held in London from September 20 to 22.

On March 20, 2014, CCO attended the Liberal Party Heritage Dinner that was held at the Toronto Convention Centre and kicked off the annual Liberal Party convention.

1.3c CCO Political Receptions



On February 4, 2014 CCO hosted a political reception and student showcase event at a member career college campus in Brampton for PC Party Leader Tim Hudak that was well attended by CCO members and CCO affiliates. The event featured career college graduate speakers and was catered by a career college graduate chef and career college culinary students. PC MPPs Rob Leone and Garfield Dunlop were also in attendance.

On April 1, 2014 CCO hosted a similar event at a member career college

in Scarborough for Minister Brad Duguid. This event was also attended by the Parliamentary Assistant to Minister Duguid, MPP Sue Wong.

1.3d Political Fundraisers

During the course of the past year, CCO representatives attended a variety of political fundraisers including, but not limited to:

- golf tournament for MPP Garfield Dunlop in Orillia in June
- reception for MPP Rob Leone in Cambridge in June
- reception for Premier Wynne in Toronto in August
- reception for MPP rob Leone in Toronto in September
- reception for MPP Monty McNaughton in Toronto in November
- reception for MPP Jane McKenna in Burlington in November
- reception for MPP Monty McNaughton in Toronto in March
- reception for MPP Garfield Dunlop in March

1.3e Individual MPP Meetings

CCO representatives held separate meetings with individual MPPs who were unavailable to meet with CCO during the September 25 Queen's Park Day including:

- Minister Madeleine Meilleur in Toronto in October
- Director of Communications for Minister Tracy MacCharles in Toronto in October
- Minister Liz Sandals in Guelph in December

In addition MPP Ted Chudleigh, PC Critic for Training, Colleges and Universities, met with the CCO board of Directors at the board's December 3, 2013 meeting.

1.3f Standing Committee

In January of 2014, CCO received an invitation to apply to make a pre-budget presentation to the Standing Committee on Finance and Economic Affairs. On January 16, CCO appeared before the Standing Committee to provide background information on the career college sector and speak to the issues of OSAP, Second Career, and Canada Job grants.

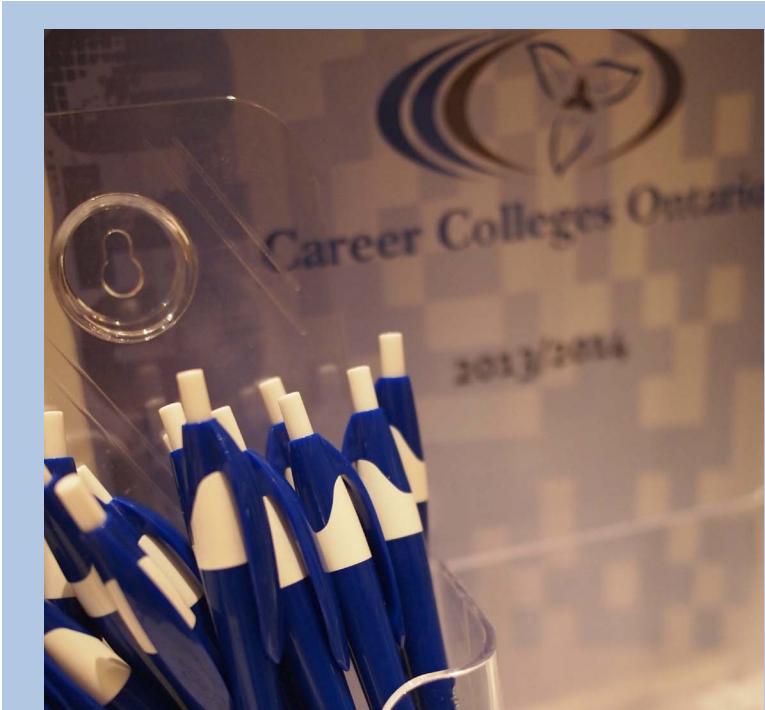
2 Student Opportunity

In this section, the report will highlight 5 activities of CCO designed to either attract more potential students to consider the career college option or to provide direct benefit to career college students/graduates.

2.1 Ontario School Counsellors Association (OSCA)

CCO was the Platinum sponsor at the 2013 OSCA annual conference held in Toronto from November 10 to 12. The sponsorship included a double exhibitor booth for marketing CCO members with live student demonstrations, brochures, directories, USB and promotional USB drives, pens, post-it notes, and fortune cookies containing career college factoids.

CCO Executive Director Paul Kitchin and a career college graduate had an opportunity to address the more than 400 high school counsellor delegates immediately prior to the opening keynote address.



Through this connection with OSCA, CCO has arranged for the first time this year to introduce a Career College Pathways award offered by CARSO (Counsellors for At Risk Students in Ontario).

CCO has been confirmed to be a co-Platinum sponsor, along with the Ministry of Education, of OSCA's 50th anniversary conference being held in 2014.

2.2 Cannexus



CCO was an exhibitor for the second consecutive year at the Cannexus annual conference for career development counsellors, run by the Canadian Education and Research Institute for Counselling (CERIC), held in Ottawa on January 20 to 22, 2014. At the exhibitor booth, CCO was able to field a high volume of traffic from counsellors and promote CCO member colleges through give-away brochures, directories, pens, post-it notes, CCO USB drives, and fortune cookies filled with career college sector factoids.

CCO Executive Director Paul Kitchin was also chosen to make a presentation on the career college sector in one of the breakout workshops.

2.3 Education Works

CCO has become an active member of a local labour force development initiative in the Brantford area known as Education Works. CCO has facilitated the nomination of several member college graduates for recognition through the Education Works Champions contest. CCO arranged for a member college to make a presentation at an Education Works forum on skills gaps held on April 9, 2014.

2.4 CCO Awards

For the second consecutive year, CCO organized an awards program for Outstanding Graduate in 8 program discipline categories as well as for Excellence in Teaching.

This year's panel of judges included:

- Monica Agius from CCO Affiliate St Andrews Direct
- Catherine Ducharme from the Canadian Education and Research Institute for Counselling (CERIC)
- Jim Kinnie from the Ontario School Counsellors' Association (OSCA)

- Ann Robinson, PCC sector consultant from ARC Advantage
- Philippe Taza from Higher Education Marketing

The award presentations will be made during the CCO annual conference lunch being held in Ottawa on May 7, 2014.

2.5 Mississauga Transit Student Discount

During the past year, CCO representatives met with officials from Mississauga Transit to request that all career college students have access to the postsecondary student discount fare offered to students attending public colleges and universities. On September 18, 2013, CCO made a presentation to Mississauga Transit and a recommendation to include career college students as of May 1, 2014 was approved. CCO did some follow up work with Mississauga Transit on the type of identification that career college students will require in order to access the discount and has circulated that information to CCO members. At the time of writing this, Mississauga Transit has confirmed new material, which includes career college student eligibility, has been printed and distributed to community centres and transportation service outlets.

3 Member Support

CCO staff provide services and support to member colleges in a variety of ways throughout the entire year. The following are some of the highlights of that support

3.1 Financial Aid Office

During the year CCO staff processed more than 16,000 OSAP student loan applications and provided support to the Financial Aid administrators employed at more than 100 career college campus locations using the service. CCO provided 9 training sessions for the Financial Aid Administrators using the CCO processing service.

3.2 STEPS (Student Transcript Electronic Protection System)

CCO stored more than 24,000 student transcripts in 2013/2014 and has now stored more than 166,000 transcripts since the inception of the STEPS service in September of 2007. Due to being a Ministry approved vendor for transcript maintenance and issuance services, CCO staff continues to field regular requests from former students looking for transcripts from prior to 2006, and make their best effort to help those individuals find those records.

3.3 Annual Conferences

CCO held a very successful annual conference in May of 2013 in Windsor, and has been working diligently with NACC to plan the upcoming 2014 NACC/CCO conference being held in Ottawa from May 7 to 9, 2014.

CCO has completed site visits with a number of hotels in Ontario, and will be announcing at the 2014 conference that the 2015 conference will be held at the Hilton Hotel and Casino Conference Centre in Niagara Falls from June 4 to 6.

3.4 Member Information Session and Reception – Ottawa

CCO staff organized an information session and reception that was held in Ottawa on January 21, 2014. The event was well-attended and provided member colleges with an opportunity to receive an activity update from Executive Director Paul Kitchin, ask questions, network with other CCO members, and meet CCO staff responsible for the Financial Aid Office, the STEPS service, the annual conference and the association’s communications activities.

3.5 Member Roundtable Session – Toronto



On March 19, 2014, CCO held a half-day roundtable session for CCO members. Executive Director Paul Kitchin provided a slide presentation on CCO activities and current programs and various career college initiatives that are underway. During the session that attracted more than 70 participants, there were 8 tables with single topics to choose from. The session provided an opportunity for members to learn from fellow CCO members, ask questions and raise any concerns that they might want CCO to address. The topics were advocacy, international students, KPI, OSAP, PCC Act review, quality assurance, social media and transcript Storage.

3.6 Membership

For the second consecutive year, CCO included as a mandatory component of the membership renewal process for the 2013/2014 year that all members complete an online survey called a Best Practices Questionnaire. The purpose of the survey was three-fold. First, it was a mechanism to help identify areas where member colleges need direction or assistance to help them with compliance matters. Second, it served to identify some benchmarks that members could use to measure their performance against the practices of the aggregate membership. Third, it helped to increase CCO's quality assurance confidence level that it truly represents career colleges that are willing to share, learn, and improve.

After reviewing each individual survey response, CCO contacted each member individually to notify them if there was something that they needed to address immediately in order to keep their membership in good standing, or recommend a new practice that they might want to adopt.

3.7 Member Communications

Over the past year CCO has published 12 monthly newsletters that include updates on CCO events and activities, good news stories, student/graduate profiles, and information from CCO’s Affiliate firms.

CCO has also circulated more than 40 Tuesday Tips with information on a variety of compliance topics and answers to questions posed by CCO member colleges.

CCO has been very active in terms of its social media presence through Facebook, Twitter, and LinkedIn, as well as postings on the CCO website. Members are encouraged to follow, tweet and retweet along with CCO.

4 Governance/Administration

4.1 Board of Directors

The CCO Board of Directors held an initial meeting immediately after the 2013 AGM, 6 full-day meetings, 1 half-day meeting, and 2 special teleconference meetings during the 2013/2014 term. Based on a strategic roundtable discussion in June of 2013, the Directors established 3 main committees comprised of 8 sub-committees that were to focus on KPI, the PCC Act, and student opportunities and encompass government relations, OSAP, Employment Ontario, WSIB, membership and quality, and the annual conference.



In addition, later in the year the Board established a Nominations Committee to develop a slate of candidates for the election at the AGM, and a budget Committee to develop a proposed budget for the

2014/2015 fiscal year to be presented at the 2014 AGM.

During the year, the board of Directors requested that CCO staff develop new policies on Board confidentiality and Board conflict of Interest. Draft policies and forms were reviewed at the February 4, 2014 Board meeting, revised and approved at the April 1, 2014 board meeting.

CCO has been advised by legal counsel that the regulations for the new Ontario Not-for-profit Corporations Act (ONCA) will be approved and proclaimed in 2014 and the Board has recommended that the new Board for 2014/2015 establish a Governance Committee to draft bylaw changes for the membership to vote on at the 2015 AGM.

4.2 Staffing



CCO added one new Financial Aid Administrator to the staff in the Financial Aid Office in 2013/2014 in order to address the increased volume of student loan applications being processed.

CCO conducted a search for a CEO involving 3 sets of interviews with candidates by members of the CEO Search and Executive Committees as well as presentations by candidates at a special meeting of the Board on November 22, that did not result in the hiring of a CEO.

CCO's Board of Directors ultimately decided to allow the Executive Director to strengthen the association's human resources by recruiting a new staff person to assist and report to the Executive Director. At the time of writing this report, that search was in progress.

During the course of the year, CCO provided a number of professional development opportunities to the staff including:

- Ontario Association of Student Financial Aid Administrators conference in May
- Incentive Works conference in Toronto on August 20 and 21
- OSAP 101 webinars in September
- Ontario Association of Financial Aid Administrators conference in Toronto in November
- Canadian Society of Association Executives Winter Summit in London in January
- OSAP Designation Workshop in Toronto on March 12
- CSAE Anti-spam Workshop in Toronto on April 29
- Violence and Harassment Training in February to April 2014

Conclusion

In closing, I want to express my sincere thanks to CCO Board Chair Dean Tremain for his support and leadership throughout the 2013/2014 year. My gratitude also goes out to the other members of the Executive committee, Rupert Altschuler, Craig Donaldson and Michael Bateman, who along with Dean gave countless hours of their time between Board meetings and committee meetings to participate in regular teleconference calls of the Executive. They were always there when I needed them.

In addition, I want to acknowledge and thank all of the volunteer Directors on the CCO board, the volunteer External Advisors to the board, and the dozens of volunteer committee and sub-committee members who helped our association address the issues and achieve the results described in this report on behalf of the member colleges, their students and their staff.

Most importantly, I want to thank the hard working staff at the CCO office:

Lorna Mills, Jodie Cole, April Chato, Lisa Crowley, Shelley Egan, Wendy Fowler, Colleen Gathercole, Corbett Lavine, Alix Matthews-Mahé, Pauline MacPhee, Allison Savage, Mary Shiplo, Dena Stuart

They have worked tirelessly to provide a high level of service to CCO members, increase the awareness of the contribution of the career college sector and ultimately play a role in assisting students to succeed.

Respectfully submitted,

Paul Kitchin
Executive Director



**Private Career Education Council (Ontario)
o/a Career Colleges Ontario
Slate of Candidates for Directorship
For 2014 – 2015**

**Career Colleges Ontario
Balance Sheet
February 28, 2014
Unaudited**

Section 2 (a) of Article IX of the association's by-law states:

(a) The Board shall be composed of no less than 5 members and no more than 16 members elected at the association's annual general meeting.

The nominations committee of the current 2013/2014 Board of Directors submitted a report on a proposed slate of candidates for the 2014/2015 Board of Directors to the current board at its April 1, 2014 meeting.

At its meeting on April 1, 2014, the current Board of Directors approved the issuance to the general membership of the following slate of candidates to stand for election at the 2014 annual general meeting being held in the Laurier Salon at the Ottawa Marriott Hotel, 100 Kent St., Ottawa on May 7, 2014 commencing at 3:00 p.m.

Proposed slate of candidates for the 2014/2016 is composed of 6 incumbent Directors who are willing to stand for re-election and 5 new candidates who are willing to stand for election as listed below. Biographies of all 11 candidates are attached to this notice.

Incumbent Directors Seeking Re-election (in alphabetic order):

Joe Gagliardi	CDI College of Business, Technology & Healthcare
Mark Harrington	National Academy of Health and Business
Tim Heggie	Everest College of Business, Technology & Health Care
John Nelson	Canadian Business College
Greg Nichol	RCC Institute of Technology
Carmen Valero	Canadian College of Educators

New Candidates Seeking Election (in alphabetic order):

Lucy Cabico	Clarkridge Career Institute
John Nunziata	Trillium College
Jay (JP) Roszell	LaunchLife International, Inc. o/a Academy of Learning College
Adrian Sharma	Cestar College of Business, Health and Technology
Heather Yang	Academy of Learning Career & Business College

ASSETS

Total Assets

Current Year	Previous Year
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599,340	512,349
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LIABILITIES AND MEMBERS' EQUITY

Total Current Liabilities

308,761	299,159
---------	---------

Members' Equity

Surplus
Surplus (deficit) for Current Year

216,620	313,096
73,959	(99,906)

Total Members' Equity

290,579	213,190
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Total Liabilities and Members' Equity

599,340	512,349
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Career Colleges Ontario
Statement of Revenue and Expenses
11 Months Ending February 28, 2014
Projecting to March 31, 2014
Unaudited

General Fund

	Current Year YTD Actual at 'Feb 28/14	Current Year Projected Actual at Mar 31/14	Previous Year Audited at 'Mar 31/13	Current Year Approved Budget	Current Year Projected Variance
Total Revenue	453,354	495,477	522,327	472,375	23,102
Expense					
'Staff	178,429	193,733	231,149	275,107	(81,374)
'Facilities	30,415	33,124	32,320	32,860	264
'Operations	154,718	167,978	332,272	124,650	43,328
'Board of Director	18,525	20,500	29,716	20,565	(65)
'NACC	<u>40,183</u>	<u>45,975</u>	<u>36,475</u>	<u>38,800</u>	<u>7,175</u>
Total Expenses	422,270	461,310	661,932	491,982	(30,672)
Surplus/Deficit	31,084	34,167	(139,605)	(19,607)	53,774

Financial Aid Office

	Current Year YTD Actual at 'Feb 28/14	Current Year Projected Actual at Mar 31/14	Previous Year Audited at 'Mar 31/13	Current Year Approved Budget	Current Year Projected Variance
Total Revenue	493,478	532,082	469,997	484,650	47,432
Expense					
'Staff	357,668	386,803	319,383	376,678	10,125
'Facilities	60,765	66,224	62,878	65,860	364
'Operations	<u>32,170</u>	<u>43,060</u>	<u>54,014</u>	<u>41,900</u>	<u>1,160</u>
Total Expenses	450,603	496,087	436,275	484,438	11,649
Surplus/Deficit	42,875	35,995	33,722	212	35,783

Career Colleges Ontario
Statement of Revenue and Expenses
11 Months Ending February 28, 2014
Projecting to March 31, 2014
Unaudited

Consolidated

	Current Year YTD Actual at 'Feb 28/14	Current Year Projected Actual at Mar 31/14	Previous Year Audited at 'Mar 31/13	Current Year Approved Budget	Current Year Projected Variance
Total Revenue	946,832	1,027,559	992,324	957,025	70,534
Expense					
Staff	536,097	580,536	550,532	651,785	(71,249)
Facilities	91,180	99,348	95,198	98,720	628
Operations	186,888	211,038	386,286	166,550	44,488
Board of Director	18,525	20,500	29,716	20,565	(65)
NACC	<u>40,183</u>	<u>45,975</u>	<u>36,475</u>	<u>38,800</u>	<u>7,175</u>
Total Expense	872,873	957,397	1,098,207	976,420	(19,023)
Surplus/Deficit	73,959	70,162	(105,883)	(19,395)	89,557

Career Colleges Ontario Proposed Annual Budget 2014 – 2015

General Fund

	Previous Year Audited at 'Mar 31/13	Current Year Projected Actual at Mar 31/14	Proposed Annual Budget 2014 - 2015
Total Revenue	522,327	495,477	532,500
	=====	=====	=====
Expense			
'Staff	231,149	193,733	274,500.00
'Facilities	32,320	33,124	34,875.00
'Operations	332,272	167,978	120,450.00
'Board of Director	29,716	20,500	17,000.00
'NACC	<u>36,475</u>	<u>45,975</u>	<u>67,987.00</u>
Total Expenses	661,932	461,310	514,812
	-----	-----	-----
Surplus/Deficit	(139,605)	34,167	17,688
	=====	=====	=====

Financial Aid Office

	Previous Year Audited at 'Mar 31/13	Current Year Projected Actual at Mar 31/14	Proposed Annual Budget 2014 - 2015
Total Revenue	469,997	532,082	533,100
	=====	=====	=====
Expense			
'Staff	319,383	386,803	392,500
'Facilities	62,878	66,224	68,300
'Operations	<u>54,014</u>	<u>43,060</u>	<u>43,285</u>
Total Expenses	436,275	496,087	504,085
	-----	-----	-----
Surplus/Deficit	33,722	35,995	29,015
	=====	=====	=====

Career Colleges Ontario Proposed Annual Budget 2014 – 2015

Consolidated

	Previous Year Audited at 'Mar 31/13	Current Year Projected Actual at Mar 31/14	Proposed Budget for 2014 - 2015
Total Revenue	992,324	1,027,559	1,065,600
	=====	=====	=====
Expense			
Staff	550,532	580,536	667,000
Facilities	95,198	99,348	103,175
Operations	386,286	211,038	163,735
Board of Directors	29,716	20,500	17,000
NACC	<u>36,475</u>	<u>45,975</u>	<u>67,987</u>
	-----	-----	-----
Total Expense	1,098,207	957,397	1,018,897
	-----	-----	-----
Surplus/Deficit	(105,883)	70,162	46,703
	=====	=====	=====



Career Colleges Ontario

Notes to Unaudited Financial Statements at February 28, 2014 and Budget for 2014 – 2015

General Administration

1 Revenue

The Revenue account consists of Membership Fees, Allied Membership Fees, Net Transcript Storage Revenues, Conference Net Revenues, Investment Revenue and Miscellaneous Revenue.

At March 31, 2014 (CCO's Fiscal Year End) CCO has projected that this account will come in at \$532,082 which is \$23,102 over the annual approved budget for 2013 – 2014. This is largely due to a combined net increase in Earned Membership, Affiliate and Transcript Storage fees of \$11,985 and Annual Conference Net Revenue of \$11,117.

CCO is proposing that the budget for Revenue for 2014 – 2015 increase to \$532,500 primarily due to the proposed increase in membership fees that will help to offset the increase in membership fees to the National Association of Career Colleges which took effect January 1, 2014.

2 Expenses

(a) Staff

This account consists of Salaries, CPP, UI, Group Benefits, Staff Training and Staff Travel.

At March 31, 2014, CCO has projected that this account will come in at \$193,733 with is \$81,374 under the annual approved budget for 2013 – 2014 at \$275,107. The reason for the reduction in this account is that CCO budgeted for the hire of a CEO which did not occur.

CCO is proposing that the budget for Staff be set at \$274,500 which includes staff salary increases at December 1, 2014 and an additional \$70,000 to hire an Assistant Director for CCO.

(b) Facility

This account consists of Rent, Maintenance, Utilities, Insurance and Leasehold Improvements.

At March 31, 2014, CCO projects that this account will come in at \$33,124 which is \$264 over the annual approved budget for 2013 – 2014 of \$32,860.

CCO is proposing that the budget for Facility be set at \$34,875 representing a small increase

as the rent will increase by \$.50 per square foot and the common area charges may increase another \$.50 per square foot.

(c) Operations

This account consists of Office Expenses, Postage and Courier, Public Relations and Consultants, Miscellaneous Expenses, Marketing, Quality Initiative, Contractual Payments, Communications, Amortization and Bad Debts.

At March 31, 2014 CCO projects that this account will come in at \$167,978 which is over budget by \$43,328 due to an increase in the expense of retaining a Government Relations consultant for an additional six months during the search for a CEO.

CCO is proposing that this account be budgeted at \$120,450, which is \$47,528 lower than 2013 – 2014 due primarily to a reduction in the engagement a Government Relations consultant.

(d) Board of Directors

This account consists of Directors' and Officer's Insurance, Lunches at Board Meetings, an amount for Member Services and a reimbursement amount (50%) for Directors to attend Political Fundraisers.

At March 31, 2014, CCO projects that this account will come in \$20,500 which is \$65 under the annual approved budget for 2013 – 2014 of \$20,565.

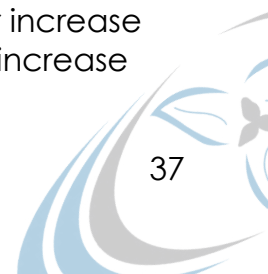
CCO is proposing that this account be budgeted at \$17,000 for 2014 – 2015 which will cover the cost of lunches for board of director's meetings, amount to cover board members for 50% of any political event they attend and for the cost of conference fees for board members who qualify and Directors' and Officers' Insurance.

(e) NACC

This account consists solely of Membership fees that CCO pays to NACC on behalf of our members. Each year the amount varies based on the number of CCO members in good standing at December 31st of the previous year.

At March 31, 2014 CCO projects that this account will come in at \$45,975 which is over budget by \$7,175 due to an adjustment for the months of January, February and March 2014 to cover the increase in membership fees by NACC that took effect January 1, 2014. As of January 1, 2014 NACC membership fees increased from \$100 to \$250 per student loan non-designated campus location and from \$200 to \$250 for student loan designated campus locations.

CCO is proposing that this account be budgeted at \$67,987 which will be based on the number of CCO members in good standing at December 31, 2014 and the further increase in membership fees by NACC. As of January 1, 2015 NACC membership fees will increase from \$250 to \$300 for all campus locations.



Financial Aid Office

1 Revenue

This account consists of OSAP Processing Revenues, Net OSAP Training Revenues, Investment Income and Miscellaneous Income.

At March 31, 2014 CCO projects that this account will come in over budget by \$47,432 at \$532,082. This is due to an increase in the number of OSAP Designated PCC Campuses that CCO is processing for, which increased the number of applications that were processed.

CCO is proposing that this account be budgeted at \$533,100 as CCO FAO has taken on several newly OSAP designated campuses. Number of applications anticipated for 2014 – 2015 is 16,500.

2 Expenses

(a) Staff

This account consists of Salaries, CPP, UI, Group Benefits and staff training and staff travel.

At March 31, 2014 CCO projects that this account will come in at \$10,125 over the annual approved budget for 2013 – 2014 at \$386,803.

CCO is proposing that this account be budgeted at \$392,500 for 2014 – 2015.

(b) Facilities

This account consists of Rent, Maintenance, Utilities, Insurance and Leasehold Improvements.

At March 31, 2014 CCO projects that this account will come in at \$66,224 which is over budget by \$364. Reason for the increase is the increased cost of utilities.

CCO is proposing that this account be budgeted at \$68,300 for 2014 – 2015 as there will be an increase of \$.50 per square foot in rent and possibly another \$.50 per square foot in common area costs.

(c) Operations

This account consists of Office Expenses, Postage and Courier, Legal and Audit, Miscellaneous Expense, Contractual Payments, Communications, Amortization and Bad Debts.

At March 31, 2014 CCO projects that this account will come in at \$43,060 which is \$1,160 over budget.

CCO is proposing that this account be budgeted at \$43,285 for 2014 – 2015.

Surplus/Deficit

For 2013 – 2014 CCO projects an overall surplus of \$70,162 between the two departments which is \$89,557 higher than the budget. The projected surplus for the General Administration is \$34,167 which exceeds the budgeted deficit by \$53,774. The projected surplus for the FAO is \$35,995 which exceeds the budgeted surplus by \$35,783.

For 2014 – 2015 CCO is proposing that the overall surplus of \$46,703 between the two departments. The proposed surplus for the General Administration is \$18,688 and the proposed surplus for the FAO is \$29,015.



Notes



Notes



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