



## Board Report

<b>TOPIC:</b> Three-Year Operating and Capital Budget (2017/18 – 2019/20)	
<b>PURPOSE:</b>	<input checked="" type="checkbox"/> <b>Approval</b> <input type="checkbox"/> Information <input type="checkbox"/> Discussion
<b>MEETING DATE:</b> March 14, 2017	
<b>PRESENTER:</b> Paul Dangerfield, President	

### PURPOSE

The President is submitting the recommended Three-Year Operating and Capital Budget (2017/18 – 2019/20) to the Board per Section 27(2) of the University Act: *“The board is to receive from the president and analyze and adopt with or without modifications the budgets for operating and capital expenditure for the university.”* At this time, the proposed budget is being submitted for review and adoption by the Board.

### LEGISLATIVE FRAMEWORK

The preparation and adoption of the university’s budget is governed by the *University Act*:

Section	Clause	Compliance
Powers of Senate s. 37(1)(e)	to establish a standing committee to meet with the president and assist the president in preparing the university budget.	Senate has established the Senate Budget Advisory Committee (SBAC)
Duties of President s. 62(2)	the president must prepare and submit to the board an annual budget in consultation with the appropriate standing committee of the senate.	The President submitted the draft budget to SBAC on February 21 and 28, and March 7, 2017 for consultation
Powers of the Board s. 27(2)(l)	to receive from the president and analyze and adopt with or without modifications the budgets for operating and capital expenditure for the university.	The Board will receive the recommended budget from the President on March 14, 2017

### FINANCIAL FRAMEWORK

- The university must adhere to the legislative, regulatory, and public policy frameworks in which public post-secondary institutions operate. In addition to the external influences, the university must consider internal factors such as contractual obligations, commitments, and policies.
- Within the terms of the legislation, Capilano University must, in fulfilling its mandate, consider the strategic priorities of Government when allocating institutional resources. These priorities are outlined in the annual mandate letter; as enduring priorities, there is generally consistency with previous years.
- As a public sector organization included in the government reporting entity, the university is not permitted to incur a deficit.
- The President, in consultation with the Senate Budget Advisory Committee, has prepared a draft balanced budget that is being submitted to the Board of Governors for adoption.
- The operating and capital budgets must build financial sustainability and stewardship of assets. The path to success will include developing new and diverse revenue sources, assessing and managing risks and strategically managing administrative costs.

## OPERATING PLANS

To help inform annual budget planning and facilitate the achievement of our strategic goals, the university initiated a process whereby each department and faculty developed a rolling three-year operating plan.

Each operating plan outlined goals and metrics, achievements, anticipated new activities, initiatives under review, and initiatives cancelled or stopped. In addition to being a planning tool for individual departments and faculties, the roll-up of the operating plans provided a starting point to inform the university's operating and capital budget development for 2017/18 – 2019/20.

As with any new initiative, the development of operating plans has required that faculty and staff invest more time and energy in planning, during an already busy period in the academic year. However, the process has also inspired creativity, new insights, and a better understanding of the work we all do.

The process for developing operating plans varied by Department/Faculty – some seeking input from all staff and/or Department Chairs. The individual plans were then summarized by the Deans/Directors and discussed with the appropriate Vice President. Individual meetings followed with the President, the appropriate Vice President and the Deans/Directors. The individual plans were consolidated into a single operating plan that resulted in a short-list of priorities for 2017/18 – 2019/20. Over the next 12-18 months, the university will focus on the following:

### Priority #1: Looking after ourselves

- Build trust
- Build capacity
- Build the framework to plan, communicate and budget
- Build a culture that embraces challenges and change

### Priority #2: More students on campus

- Student success (focus on student retention)
- Recruiting (focus on a “one university” approach)
- Program innovation (focus on new programs)
- Campus master facilities and urban plan (focus on student life)

The combined requests for the operating budget exceeded \$8.0 million in 2017/18 and increased to \$10.0 million per year in 2018/19 and 2019/20. These requests were ranked against the above priorities and the highest ranking requests were reviewed a second time given the available budget in 2017/18. Requests that cannot be accommodated within the available budget may be considered later in 2017/18 depending on the overall financial position of the university, or will be considered in next year's budget development.

## ASSUMPTIONS

### Financial Outlook

- Total operating revenues are estimated at \$98.5 million; with the operating grant and tuition revenues representing almost 85%.
- Total operating expenses are estimated at \$98.5 million. The majority of expenses support salaries and benefits (\$66.8 million), operating (\$23.6 million) and amortization of capital (\$8.1 million).
- The net change in the 2017/18 budget over the 2016/17 forecast is \$4.6 million or 4.8%. This is an important baseline, as the current year forecast is the starting point for the next year's budget.

### Planning Horizon

- As a three-year rolling plan, year one is the upcoming fiscal (2017/18) plus two fiscal years (2018/19 and 2019/20).
- Approval of the budget in March will allow implementation of priorities and projects to proceed as timely as possible. This is especially important for renovations on buildings that are best underway during the summer when fewer students are on campus.

### Starting Point – “As is” Budget

- One-time approvals provided in the current fiscal (2016/17) are removed and on-going commitments are maintained.
- Adjustments to revenues (e.g., domestic tuition, bookstore sales) are made to ensure revenues are not overstated. This is especially important until the trend of declining domestic enrolments changes. A positive adjustment recognizes that international enrolment and tuition is higher than the current budget.
- Contractual obligations (e.g., fee increase for janitorial services) are factored in.
- The net result of these changes provide the available budget, estimated at \$1.7 million, before anticipated changes outlined below are considered.

### Operating Grant

- The operating grant and student enrolment target provided by the provincial government is estimated at \$37.8 million. This includes no change to the 2016/17 operating grant of \$36.7 million plus an estimated \$1.1 million for collective agreement wage increases.
- The BC Skills for Jobs Blueprint continues to align program offerings with labour market demand and targets 25% of the operating grant provided by the provincial government. Performance against targets are assessed annually and must be achieved to avoid any changes in the operating grant. The university has chosen high-demand programs, where enrolments exceed the required levels and will continue to achieve the targets.

### Tuition and Mandatory Fees

- Under Government's policy, introduced in 2005, tuition and mandatory fee increases for existing programs and services for domestic students continue to be limited to 2%.
- The 2017/18 budget recommends a 2% increase on both domestic and international tuition fees. The combined increase will generate an additional \$0.8 million in revenue.
- Small growth in domestic tuition revenue is anticipated through growth in the Applied Behavior Analysis – Autism (Bachelor of Arts), Engineering Transition Diploma, Bachelor of Design (4<sup>th</sup> year) and Bachelor of Music in Jazz Studies (3<sup>rd</sup> year).
- Overall growth in international students is forecasted at 3% in addition to the targeted growth outlined below.

### New Programs or Expanded Capacity

- Tourism Marketing and Development Post Baccalaureate Diploma developed by the School of Tourism Management under the Faculty of Global and Community Studies – the program is underway with the first offering anticipated September 2017, with target enrolment of 24 full-time equivalent students. The revenue budget is based on 80% of this target as a conservative estimate.
- Hotel and Resort Management Post Baccalaureate Diploma developed by the School of Tourism Management under the Faculty of Global and Community Studies – the program is also underway with the first offering anticipated September 2017, with target enrolment of 24 full-time equivalent students. The revenue budget is based on 80% of this target as a conservative estimate.
- North American Business Management Applied Post Baccalaureate Diploma offered by the School of Business under the Faculty of Business and Professional Studies will add two additional cohorts with target enrolment of 35 full-time equivalent students (for each cohort). This two-year program is offered in an accelerated format to complete studies in 16 months and promoted primarily to international students.

### Salaries and Benefits

- Funding for wage increases under the collective agreements ratified under the Economic Stability Mandate and the associated Economic Stability Dividend will be funded by the provincial government, consistent with 2016/17. Staff have confirmed cost estimates with the provincial government and the planning assumptions have been adjusted accordingly.
- The starting point for faculty sections is the actual sections paid in 2016/17. Growth in sections are based on the introduction of new programs. Past practice has overstated the faculty section budget and requires that unused sections be returned (or not) when not being used. As the budget has been overstated, it is difficult to forecast and monitor utilization of sections. This practice has been one of the contributing factors to a positive financial position in previous years. A section reserve of approximately 40 sections has been established under the Vice President Academic and Provost. These sections will be allocated where historical utilization of sections has been less than required. Where needed, new sections will be added where student demand exceeds capacity, and these sections will generate additional tuition revenues.
- The average section rate will increase to \$10,750, an increase of \$150 from \$10,600. The increase is required as faculty progress through the step increments and collective agreement wage increases are applied. The estimated impact is about \$0.5 million for salary and benefits based on 2016/17 sections paid.
- The benefit rate for all employees remains unchanged at 24.5%.
- An estimated \$0.32 million has been earmarked for a salary increase for all administrators and excluded staff (2% effective January 1, 2016 and 2% effective January 1, 2017). The proposal was developed by all 19 member institutions of the Post-Secondary Employers' Association and submitted to the Public Sector Employers' Council for consideration and approval by the Minister of Finance. Future increases would be based on government's requirement for a "performance-based compensation model".

### Student Enrolment

- The Fall 2016 interim forecast of domestic students, prepared November 3, 2016, estimated 4,136 full-time equivalents or 75.9% utilization against the funded enrolment target. As outlined in the attachment, these results are lower than previous years.
- International student enrollments are forecasted to increase by 3%, providing additional revenues in tuition and mandatory fees. Note that an increase in international tuition revenues

also requires an increased expense for commissions paid to agents (20% for agents in India and 15% for other countries).

- New initiatives and strategies to improve student retention will continue in 2017/18 with the financial benefits to be captured in 2018/19. This is a conservative approach to avoid budgetary pressure in 2017/18.

#### New Investments

- Student scholarships and bursaries – \$0.3 million. An additional \$250,000 will support unmet financial needs based on current demand and \$50,000 to support development of in-course scholarships. Additional investments will be included in future years.
- Campus master plan – \$0.3 million. An RFP is being developed to solicit proposals to assist with the process and development of a campus master plan and a new Director position will be established to oversee the project.
- Renovations for the Student Success Centre – \$0.5 million. Options to relocate existing programs and services from and into the Library are being explored to support student life and engagement. This is a conservative estimate of the total cost, with additional capital needs for furniture and equipment to be considered separately.
- Sexual Violence and Misconduct – \$0.08 million. Education and training needs are estimated at \$25,000 plus 0.5 FTE for a new counsellor.
- Marketing advertising campaign and research – \$0.10 million. Funding to raise the university's profile, enhance students' perceptions, and evaluate progress in achieving market objectives.
- Website redevelopment – \$0.3 million. Contracted resources will be needed to create a mobile-friendly website that is easy to use and student-focused.
- Deferred maintenance – \$2.0 million, which includes a preliminary estimate of \$0.28 million from the provincial government. Allocating a notional budget is a short-term strategy while a longer-term plan is developed for future consideration. As budget capacity is identified within 2017/18, additional funds will be targeted for one-time projects, similar to the approach in 2016/17.
- Planned increases include 150 new faculty sections, 21 staff positions and 5 administrators. Given the ambitious staffing plans, an estimated \$0.6 million in vacancy or hiring lags has been factored into the budget.
- Refer to attachments for further details.

#### Capital

- A notional allocation of \$1.31 million for major routine capital is funded by the provincial government. Expenditures must meet eligible criteria and represents only a portion of the funding requirements to maintain the aging infrastructure.
- A significant investment continues to be made in computer hardware and software to meet the needs of students (in programs such as 2D, 3D and digital animation), annual replacement cycle for employees, and to maintain the enterprise information management system. The requests are prioritized within the notional budget of \$3.22 million.
- Historically, the majority of the equipment budget (\$0.19 million) has been focused on the film and animation program requirements with a notional budget of \$30,000 for furniture and equipment. This funding level has been maintained, although the allocation will be based on a comprehensive, multi-year plan for the entire university which is currently under development. The capacity to meet the requirements must consider the impact on the operating budget through increased amortization.
- Amortization expense is estimated at \$8.2 million, an increase of \$0.2 million over previous years.

## RISK MANAGEMENT

A core guiding principle when developing the budget was the use of realistic and conservative assumptions wherever possible to ensure that revenues were not overstated and to reasonably estimate expenses. September enrolments determine the accuracy of the tuition forecast and will dictate the commencement (or delay) of any new projects and initiatives.

### Potential Risks

- Total funding received from the provincial government is estimated at \$39.8 million or 40% of total revenues. The operating grant represents the lion's share of these funds, with targeted funding for maintenance and capital projects. Following the election in May 2017, the new government is required to develop a new provincial budget based on their strategic priorities and commitments. The final operating grant will not be known until late summer. Any material change to funding levels would require adjustments to spending plans.
- Tuition revenue from domestic students has continued to decline in recent years creating a shortfall in revenue. The risk is mitigated by adjusting the 2017/18 tuition revenue to levels consistent with those of 2016/17 and then adding the fee increase of 2% and targeted growth. New initiatives that focus on recruitment and retention of students are being implemented in the current year, with the financial benefit being received in future years. It is expected that the new investment in student financial assistance will be realized in the current year, although not included in the budget.
- Numbers of international students and tuition revenue have exceeded previous budgets and this trend is expected to continue. The 2017/18 budget recognizes a positive adjustment to bring enrolments to current fiscal levels and then adds targeted program growth and 3% growth in students. Staff are confident that the program growth will be achieved based on applications already received. Growth at 3% is conservative to avoid budget pressures by overstating growth.
- Enrolments are finalized following the "add/drop" date in each term providing certainty in revenue projections. The Fall (or September) term has the largest intake, and is a good predictor of the Spring (or January) intake. An overstatement of tuition revenues would be partially offset by lower expenses.
- Cyber security is perhaps the single biggest risk to enterprises today, with breaches impacting corporations around the world daily. Assessing and managing this risk is on-going with significant investments in contracts and technology.
- Deferred maintenance from an aging infrastructure means that significant investments have been lacking. The positive financial outlook in 2016/17 provided an opportunity to advance high priority projects targeted for 2017/18. Planning is underway to develop a long-term plan that identifies priorities and projects that can be considered in 2017/18 if the opportunity is available. A long-term plan will also assist with identifying an adequate on-going investment.
- Unforeseen expenditures, especially those that are material, could have a significant impact on the budget. In future years, it is anticipated that a notional amount would be set aside as a contingency. As the year progresses and the financial picture unfolds, these funds could be targeted for one-time projects such as additional marketing, new initiatives or innovations.

### Potential Capacity

- Positions added in 2017/18 include 21 staff positions and 5 administrators; most of these positions are new, requiring job description development followed by recruiting and hiring. Certain positions have been targeted for recruitment early in the fiscal year, with other positions targeted for later. Timing of hiring will ensure that the anticipated lag is achieved and existing vacancies will also contribute to savings.

- One-time projects in 2017/18 include development of a campus master plan, renovations for the Student Success Centre and redevelopment of the website. These projects will take many months and unforeseen pressures on the budget could require changes to any one of these projects.
- A section reserve has been established under the Vice President Academic and Provost to manage any short-comings in the allocation of sections based on historical utilization. Where student demand exceeds capacity, additional revenues would be generated to partially offset costs.
- An improvement in the Canadian dollar would provide a positive benefit to the budget. No change in rates have been included in the 2017/18 budget.

## **RECOMMENDATION**

### **MOTION 1**

*That the Board adopts the Three-Year Operating and Capital Budget (2017/18 – 2019/20).*

### **MOTION 2**

*THAT all domestic and international tuition rates and fees be increased by 2% for Fall 2017.*

## **ATTACHMENTS**

1. Strategic Priorities – 2017/18 Government Mandate Letter
2. Budget Process and Timelines
3. All Funds Budget – 2017/18
4. Summary – By department
5. Summary – By priority
6. Capital Budget
7. Metrics

### Strategic Priorities - 2017/18 Government Mandate Letter

Under the Taxpayer Accountability Principles, introduced by the provincial government in June 2014, the Government intends to further strengthen accountability, improve management of public funds and revitalize the relationship between Government and public sector organizations. On an annual basis, all public sector boards receive new mandate letters from their responsible minister. A draft mandate letter was provided in November for feedback; the final letter was recently provided for signature at the March Board of Governors meeting.

Eight of the priority actions are continuing from previous years. The new priority concerning safe campuses was foreshadowed in legislation introduced by Government in April 2017.

Excerpt from the final 2017/18 mandate letter:

*Within the terms of legislation, the Capilano University will, in fulfilling its mandate, consider strategic priorities of Government when allocating institutional resources. The strategic priority actions of Government for 2017/18 are:*

- *Develop and implement an updated Skills Gap Plan, in alignment with priorities of the BC Skills for Jobs Blueprint;*
- *Continue to deepen BC's talent pool, in support of the #BCTECH strategy, ensuring opportunities for students in the technology sector;*
- *Work in partnership with the Government and Aboriginal communities, organizations and institutes to implement the Aboriginal Post-Secondary Education and Training Policy Framework and Action Plan to increase the participation and success of Aboriginal learners;*
- *Continue to deliver on provincial priorities for international education, including pursuing opportunities to advance the two-way flow of students, educators and;*
- *Continue to actively encourage and promote the development and use of online resources and open textbooks to support post-secondary affordability for students;*
- *Continue to actively participate in the development and implementation of a common application system for all public post-secondary institutions in the province;*
- *Promote safe campuses by developing policies and actions to prevent and respond to sexual misconduct and assault of all forms;*
- *Meet or exceed the financial targets identified in the Ministry's three-year Service Plan as tabled under Budget 2017, including maintaining balanced or surplus financial results; and*
- *Continue to maximize the efficient use of public post-secondary administrative resources through participation in the Administrative Service Delivery Transformation initiative.*

### Timelines and Process

Date	Task
October 31/16	Develop budget strategy
November 3/16	Update to Audit Committee
November 15/16	Establish preliminary 2017/18 budget position
November 29/16	Consultations with Senate Budget Advisory Committee (SBAC)
November 30/16	Share with Capilano Faculty Association (CFA)
January 15/17	Deliberations as informed by Operating Plans
January 24/17	Consultations with SBAC
January 25/17	Discussion with unions (CFA and Move-Up)
January 31/17	Budget overview with Faculty (hosted by CFA)
February 2 – 9/17	Vice Presidents review prioritized budget requests with Deans and Directors
February 7/17	SBAC report to Senate
February 7/17	Update to Audit Committee
February 15/17	Discussion with CFA President and Treasurer regarding faculty sections
February 21/17	Draft budget to SBAC
February 21/17	Budget update to Board of Governors
February 28/17	Draft budget to unions (CFA and Move-Up)
February 28/17	Placeholder (if needed) – Senate Budget Advisory Committee
March 1/17	Draft budget to Senior Academic Leadership Team
March 1/17	Draft budget to Audit Committee
March 7/17	Further discussions with SBAC
March 7/17	SBAC report to Senate
March 14/17	Final recommended budget to Board of Governors for adoption

**CAPILANO UNIVERSITY**  
**Planned All-Funds Budget 2017/18**  
**24-Feb-17**

	<b>Planned Fiscal 2017/18</b>	<b>Approved Fiscal 2016/17</b>	<b>Variance</b>	<b>Note</b>	<b>Forecast Fiscal 2016/17</b>
<b>Revenue:</b>					
Grants from the Province of British Columbia	39,785,824	38,572,224	1,213,600	1	39,119,210
Amortization of deferred capital contributions	3,849,250	3,830,430	18,820	2	3,939,156
Tuition fees Domestic	25,870,559	24,723,809	1,146,750	3	24,845,916
Tuition fees International	17,860,961	14,108,463	3,752,498	4	14,895,682
Project and other revenue	4,328,508	4,056,453	272,055	5	4,293,674
Investment income	2,009,000	1,919,000	90,000	6	1,919,000
Sales of goods	2,264,500	2,366,000	(101,500)	7	2,366,000
Parking, Children's centre and theatre	2,068,655	2,036,620	32,035	8	2,036,620
Donations and gifts-in-kind	500,000	500,000	-		500,000
	<b>98,537,257</b>	<b>92,112,999</b>	<b>6,424,258</b>		<b>93,915,258</b>
<b>Expenses:</b>					
Salaries and benefits	66,761,191	63,381,315	3,379,876	9	61,940,277
Other operating expenses	23,612,355	21,047,554	2,564,801	10	24,190,648
Amortization of capital assets	8,163,711	7,684,130	479,581	11	7,784,333
	<b>98,537,257</b>	<b>92,112,999</b>	<b>6,424,258</b>		<b>93,915,258</b>
<b>Annual operating surplus (deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>		<b>0</b>

**Notes:**

1. Operating grant increase related to negotiated wage increases
2. Annual changes based on prior capital contributions
3. Revenue from 2% rate increase, enrollment adjustments and course changes
4. Revenue from 2% rate increase, 3% enrollment growth, and course additions
5. Reclassification of administration fees
6. Higher revenue due to increase in portfolio
7. Decline in book sales
8. Increase in parking revenue
9. New courses, budget additions and negotiated wage increases
10. Budget additions and increases to operating costs
11. Annual capital schedule changes

Summary - By department

Department	2017/18							2018/19	2019/20
	Sections	Lab Hrs	FTE - Admin & Staff	Salary and Benefits	Operating	Revenue	Total	Total	Total
Advancement	-	-	0.50	32,809	163,840	-	196,649	274,616	205,332
Centre for International Experience	-	-	1.00	68,475	280,392	-	348,867	360,635	360,635
CSEE	-	-	2.00	111,975	-	-	111,975	51,394	51,394
Faculty, Arts and Science	8.000	1,001.825	0.67	224,574	6,000	(91,747)	138,827	345,123	345,123
Faculty, Business and Professional Studies	28.500	-	0.25	398,233	-	(1,349,252)	(951,019)	(956,341)	(956,341)
Faculty, Education, Health and Human Development	4.000	-	-	61,628	-	-	61,628	8,093	8,093
Faculty, Fine and Applied Arts	14.891	-	0.33	219,840	-	(342,834)	(122,994)	(123,197)	(123,197)
Faculty, Global Community Studies	24.000	-	1.00	375,990	30,000	(620,193)	(214,203)	(1,121,827)	(1,121,827)
Finance and Administration	8.000	-	7.38	736,359	1,104,600	-	1,840,959	1,650,345	1,150,345
Library	2.000	-	-	26,768	16,396	-	43,164	42,790	42,790
President's Office	-	-	1.80	209,466	22,500	-	231,966	306,671	306,671
Registrar's Office	-	-	3.00	198,398	325,000	-	523,398	673,398	773,398
Student Success	9.500	-	3.00	424,641	83,000	-	507,641	929,842	984,132
VP Academic	52.000	-	5.00	1,056,970	91,000	-	1,147,970	1,406,303	1,326,000
<b>Grand Total</b>	<b>150.891</b>	<b>1,001.825</b>	<b>25.93</b>	<b>4,146,126</b>	<b>2,122,728</b>	<b>(2,404,026)</b>	<b>3,864,828</b>	<b>3,847,845</b>	<b>3,352,547</b>

Summary - By priority

Priority	2017/18							2018/19	2019/20
	Sections	Lab Hrs	FTE - Admin & Staff	Salary and Benefits	Operating	Revenue	Total	Total	Total
<b>Campus Life</b>	-	-	1.00	164,255	225,000	-	389,255	214,255	214,255
<b>Capacity</b>	54.000	-	9.68	1,536,355	579,336	-	2,115,691	2,281,028	2,213,743
<b>More students</b>	95.391	1,001.825	11.25	2,166,515	603,000	(2,404,026)	365,489	107,763	(420,250)
<b>Program innovation</b>	1.500	-	4.00	279,001	10,000	-	289,001	362,639	362,639
<b>Retention</b>	-	-	-	-	705,392	-	705,392	882,160	982,160
<b>Grand Total</b>	150.891	1,001.825	25.93	4,146,126	2,122,728	(2,404,026)	3,864,828	3,847,845	3,352,547

## 2017/18 - 2019/20 CAPITAL BUDGET (3 Year Outlook)

Description	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget
<b>HARDWARE</b>				
2D Lab MA101 102	\$107,500			
BDES Lab AR305	\$18,000			
BDES Smart Room AR312	\$72,000			
IT Infrastructure Projects	\$135,000			
Employee Lifecycle	\$290,000			
Infrastructure Lifecycle	\$490,000			
Infrastructure Expansion	\$220,000			
PCI Compliance	\$400,000			
BDES Lifecycle		\$126,650	\$29,325	\$22,950
VFX Lifecycle	\$21,400	\$15,812	\$2,490	\$10,721
2D Animation Lifecycle	\$62,500	\$61,125	\$0	\$105,992
3D Animation Lifecycle	\$67,300	\$2,441	\$2,490	\$2,441
MOPA Lifecycle	\$105,000	\$93,522		\$76,518
IIDF Lifecycle		\$75,000		
General Lifecycle	\$330,000			
To be allocated		1,725,450	1,565,695	1,381,378
	<b>2,318,700</b>	<b>2,100,000</b>	<b>1,600,000</b>	<b>1,600,000</b>
<b>SOFTWARE</b>				
Schedule Data Collection	\$55,000			
Contracts System	\$35,000			
Waitlisting - Banner Processing	\$12,600			
Enterprise Portal	\$50,000			
Migrate JEM's into Banner	\$15,000			
Single Sign On Library Project	\$30,000			
On-line Training/Tutorial Software	\$20,000			
DegreeWorks	\$41,000			
Small Software Projects	\$50,000			
BDES Lifecycle		8,442		
VFX Lifecycle	\$70,000	\$74,285	\$74,285	\$74,285
2D Animation Lifecycle	\$26,400	\$28,016	\$28,016	\$28,016
3D Animation Lifecycle	\$44,500	\$47,165	\$47,165	\$47,165
MOPA Lifecycle				
General Lifecycle				
HR Payroll Project	\$879,175	\$704,175	\$140,000	
To be allocated		262,917	410,534	550,534
	<b>1,328,675</b>	<b>1,125,000</b>	<b>700,000</b>	<b>700,000</b>
<b>EQUIPMENT</b>				
Minor Routine Maintenance Funding				
BPMA/Documentary Film equipment	191,250			
Acoustic curtains	\$40,000			
Furniture	30,000			
Carbon Neutral Capital Program	\$85,000			
Capital Pool (Equipment/Building/Computers)				
Library study carrels				
Library service desk				
Library book, periodical and art display furniture				
Library replacement of chairs				
Library 20 ipads				
Storage units to replace P Bldg				
Bosa Film Centre Equipment - awaiting multi-year plan		100,000		
To be allocated		400,000	500,000	500,000
	<b>346,250</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>
<b>Public Works</b>				
Main Electrical Upgrade	\$1,529,000	\$1,313,250	\$989,500	
	<b>1,529,000</b>	<b>1,313,250</b>	<b>989,500</b>	<b>0</b>
<b>Vehicles</b>				
Facilities				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Description	2016/17 Expense	2017/18 Expense	2018/19 Expense	2018/19 Expense
<b>RENOVATIONS EXPENSED</b>				
Health Lab - FIR204				
Cedar Data Utilities upgrade	\$25,000			
F&A Blueshore Theatre LED Lighting	\$30,000			
Facilities Building HVAC upgrade	\$40,000			
IT Data Server Temperature Monitoring	\$50,000			
Preventative Maintenance	\$370,176	\$280,000	\$280,000	\$280,000
Capital Planning	\$175,000			
BDES Lab AR305	\$180,000			
BDES Smart Room AR312	\$95,000			
BDES Smart Room AR312	\$50,000			
Health & Safety	\$65,000			
Door Access	\$80,000			
Emergency Power Upgrade	\$50,000			
HVAC Duct Cleaning	\$100,000			
Cedar Railings upgrade	\$65,000			
Bosa HVAC modifications	\$81,000			
Fir Exterior Envelop	\$50,000			
P Building	\$320,000			
Misc parking lot work	\$30,000			
Birch Roof				
Comm & Marketing/IR and AVP Relocation				
Student Success centre		\$500,000		
Greenhouse	\$0			
Lot 8 paving				
Pure & Applied Sciences Active Learning Space	\$0			
HR Payroll Project				
Unassigned to balance budget	-311,952			
To be allocated		1,720,000	2,220,000	2,220,000
<b>TOTAL</b>	<b>1,544,224</b>	<b>2,500,000</b>	<b>2,500,000</b>	<b>2,500,000</b>

**Metrics****Student Full-time Equivalents**

Domestic Students (as funded by the provincial operating grant)

<b>Fiscal Year</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17 Forecast</b>	<b>2017/18 Budget<sup>(1)</sup></b>	<b>2018/19 Budget<sup>(2)</sup></b>	<b>2019/20 Budget<sup>(2)</sup></b>
Target	5,449	5,449	5,449	5,449	5,449	5,449
Actual	4,789	4,372	4,136	4,246	4,331	4,418
Variance	660	1,077	1,313	1,203	1,118	1,031
Utilization	87.9%	80.2%	75.9%	77.9%	79.5%	81.1%

Notes:

1. Includes growth in Applied Behavior Analysis – Autism (Bachelor of Arts), Engineering Transition Diploma, Bachelor of Design (4<sup>th</sup> year) and Bachelor of Music in Jazz Studies (3<sup>rd</sup> year).
2. Estimated growth of 2 percent in 2018/19 and 2019/20 based on student recruitment and retention strategies.

International Students

<b>Fiscal Year</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17 Forecast</b>	<b>2017/18 Budget<sup>(1)</sup></b>	<b>2018/19 Budget<sup>(2)</sup></b>	<b>2019/20 Budget<sup>(2)</sup></b>
Actual	720	823	947	1,093	1,121	1,154
% Total FTEs	13.1%	15.8%	18.6%	20.2%	20.2%	20.4%

Notes:

1. Includes targeted growth (118 FTEs) in three post-baccalaureate diploma programs (Tourism Marketing and Development, Hotel and Resort Management and North American Business Management) and 3 percent general growth.
2. Estimated growth of 3 percent on-going in 2018/19 and 2019/20.

**Faculty Sections**

<b>Fiscal Year</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17 Forecast</b>	<b>2017/18 Budget<sup>(1)</sup></b>	<b>2018/19 Budget<sup>(1)</sup></b>	<b>2019/20 Budget<sup>(1)</sup></b>
Budget	2,589.13	2,579.85	2,480.72	2,630.72	2,630.72	2,630.72
Actual	2,450.02	2,377.54	2,364.81	TBD	TBD	TBD
Variance	139.11	202.31	115.91	TBD	TBD	TBD
Utilization	94.6%	92.2%	95.3%	TBD	TBD	TBD

Notes:

1. Includes alignment of faculty section budget with forecasted spend plus section reserve.