



Wilfrid Laurier University

Inspiring Lives of Leadership and Purpose

2017/18 Budget

Board Approved

June 22, 2017 – Board of Governors

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Legal Disclaimer

This Budget Report is a publicly available document and was not prepared to assist prospective purchasers in making investment decisions regarding any distribution of securities of Wilfrid Laurier University (the “University”) under the Securities Act (Ontario). This Budget Report contains certain forward-looking statements and information from the University relating, but not limited, to its operations, anticipated financial performance, prospects and strategies. The financial actual results or events predicted in these statements may differ materially from those expressed in the Budget Report. The University’s budget and related information as set out in the Budget Report are subject to numerous assumptions, inherent risks and uncertainties that could significantly affect anticipated results in the future. The University undertakes no obligation to update, or otherwise revise, the information in the Budget Report, whether as a result of new information, future events or otherwise.

Wilfrid Laurier University 2017/18 Budget

Part A – Overview

Governance Process

This report contains forward-looking information. In preparing the 2017/18 Budget Report, certain assumptions and estimates were necessary. The assumptions and estimates are based on information available to management at the time of preparing the 2017/18 budget. Readers and users of this financial information are cautioned that actual results may vary from the assumptions used in preparation of the budget.

The Board of Governors is presented with the annual budget report to approve at the June meeting. Budget forecasts and information regarding the 2017/18 budget have been presented to the Finance and Investments Committee throughout the past fiscal year. This final 2017/18 budget has been prepared based on the best available assumptions and estimates concerning revenues and expenditures at this time. As changes in revenue and expenditure drivers occur during the year, updated projections will be presented to the Board of Governors. Prior to the Board of Governors receiving this final budget, the draft budget was presented to the Finance and Investments (F&I) Committee at their May 18, 2017 meeting which provided the opportunity to review and comment prior to the information being presented in this report. In addition, the draft budget was presented to the Senate Finance Committee on May 16, 2017 and to Senate on May 23, 2017. At the Senate meeting, the motion was put forward from Senate Finance Committee that Senate recommends the 2017/18 budget for approval by the Board of Governors. Fee information, which is part of the assumptions included in this 2017/18 budget report, has been included in separate 2017/18 Fee Reports (Part 1 & 2) and presented to the Board of Governors for approval at the April and June meetings, respectively. This 2017/18 budget report is prepared annually and in a format consistent with previous years in order to enhance comparability. Included is detailed financial information along with various commentary and analysis. The following information is presented in this report along with the expected actions by the Board of Governors:

For Approval:

- Operating Budget
- Ancillary Budget
- Real Estate Fund

For Information:

- Tuition and Other Fees (separate Board approval)
- Capital Plans (separate Board approval)

The 2017/18 budget has been developed using the recommended responsibility centre management (RCM) budget model (with a framework specific to Laurier). An Appendix: Allocation by Faculty is attached for reference.

Questions or further information regarding this report may be directed to the Director, Budgets and Planning.

Executive Summary – 2017/18 Budget Highlights

Operating Budget

The operating budget comprises the major annual revenues and expenditures of the university's financial operations. Revenues from student tuition and fees and government operating grants account for 91% of the total operating revenues. Faculty and staff salaries and benefits account for 76% of the total operating expenditures.

The 2017/18 Operating Budget (as presented in Table B1) shows forecasted total revenues of \$280.6 million which is an increase of \$7 million or 2.6% over last year's budget. This reflects government operating grants at the level of last year's actuals under the new funding formula, and a tuition revenue increase of \$10 million or 7% resulting from a combination of tuition rate and enrolment increases.

Total expenditures are forecasted at \$285.5 million which is an increase of \$4.7 million or 1.7% over last year. This includes an increase of \$3.7 million in total salaries and benefits and \$1.0 million in increases primarily relating to an enhanced scholarship budget, inflationary and regulatory obligations, foreign exchange costs in support of information technology and library acquisitions.

The 2017/18 excess of expenditures over revenues has produced a deficit of \$4.9 million which represents a decrease of \$2.4 million compared to the 2016/17 budgeted deficit of \$7.3 million. This deficit will be covered with one-time budget balancing options, namely appropriations from prior years' surpluses and projected 2017/18 underspending. Included in these numbers is \$6.2 million of strategic initiatives and related budget reallocations.

Subsequent to the completion of the 2017/18 budget in early May/17, the June 1/17 acceptances are indicating higher enrolment numbers than planned. The expected higher enrolment, tuition and expense numbers will not have a material impact on the budget but will be shown as revenue and expense variances to budget as the actual results are tracked through the year.

Ancillary Budget

The Ancillary fund includes the self-sustaining activities of Food Services, One Card, Conferences, Residences, Bookstore, Parking, Printing and Copying Services. The revenue for the ancillary enterprises is estimated to increase by 10.8% over the next three year period from \$40.4 to \$44.7 million. Over the same period, expenses are forecasted to increase from \$39.6 million to \$42.8 million. The budgeted net surplus, before appropriations, is \$0.8 million in 2016/17 and growing to \$1.9 million in 2019/20.

Real Estate Fund

The Real Estate Fund encompasses the operations of the Waterloo Ezra-Bricker apartments, a portfolio of houses acquired for land banking purposes and the Brantford Market Square property. These operations are maintained at a break even after covering repayment of debt principle and interest and a \$70,000 annual contribution to the university operating fund.

Capital Plan

Capital spending can incorporate various types of expenditures such as construction projects, repairs and maintenance, property and building acquisitions, and various equipment purchases. Most equipment purchases are covered centrally and within departmental base budgets.

The three-year capital plan includes projects that have been shared with the Board of Governors through the Building and Properties Committee. The inclusion of this capital plan is provided only for information, as specific major construction projects are approved on a project-by-project basis in accordance with the Board of Governor's approval process. The three-year plan is summarized by those projects approved, under construction and at various stages of completion and those pending approval that are conceptual or in the planning phase.

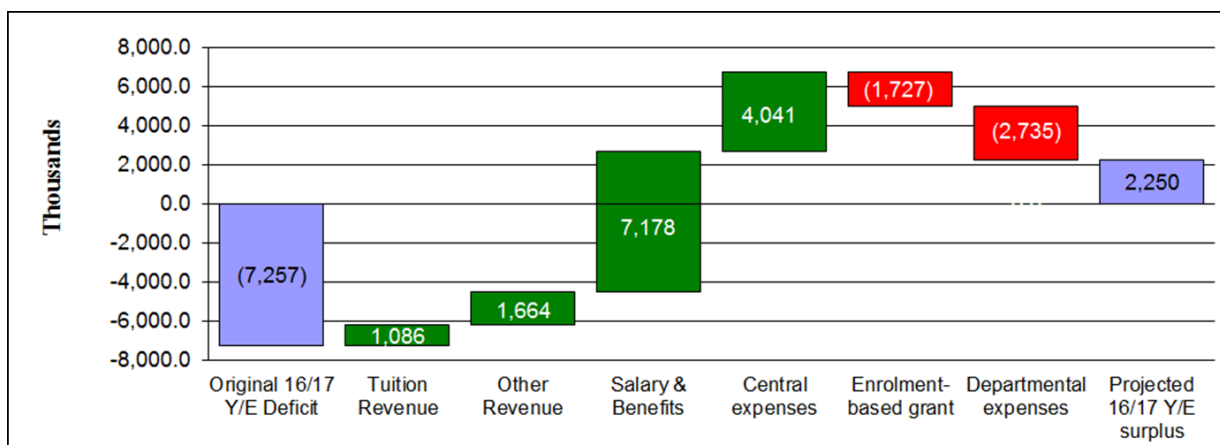
The approved under construction projects increased by approximately \$20 million over last year primarily due to the addition of phases two and three of Laurier's Energy Efficiency Project (LEEP). Lazaridis Hall will be completed during fiscal 2017/18 and the YMCA-Laurier facility in Brantford is expected to be completed during 2017/18 as well.

Changes from last year to the list of conceptual projects include an increase of \$10 million to the Music facility estimate, a reforecast of \$16 million to reflect change in plan and scope to the Library, Learning and Cultural Commons facility and an addition of \$21 million for the final phase of LEEP.

Part B - Operating Budget

1. Review of 2016/17

As reported in the 2016/17 “Budget to Actual” reports throughout the year to the Finance & Investments Committee, Senate Finance, Senate and the Board of Governors, the preliminary projected year-end deficit has changed by \$9,507,000 from the original approved deficit budget of \$7,257,000 to a surplus of \$2,250,000.



Note that at the time of writing, the 2016/17 fiscal year has just closed and final results are being analyzed and summarized. The external audit is conducted during the month of June, so final results, particularly as they impact the operating budget will be confirmed later in July.

In 2016/17, the plan to close the \$7,257,000 year-end deficit included budget balancing options which included reserves, contingency and prior year appropriations. However, the 2016/17 actuals are less than originally forecasted and therefore, not all of the budget balancing options will be required.

	Budget 2016/17	Actuals 2016/17	Change
Revenue	273,571	274,594	1,023
Salary & Benefit Expenses	213,359	206,181	(7,178)
Departmental Expenses	44,659	47,394	2,735
Central Expenses	22,810	18,769	(4,041)
Expense Total	280,828	272,344	(8,484)
Surplus/(Deficit) before Budget Balancing Options	(7,257)	2,250	9,507
Budget Balancing Options:			
Remaining Enrolment Reserve	1,574	The 2016/17 plan included assumptions: - Reserve - Contingency - Appropriation	
Appropriations from prior years	1,292		
Anticipated Appropriations from 15/16 & 16/17	691		
Contingency	1,700		
Projected Spend Adjustment	2,000		
Total Budget Balancing Options	7,257		
Surplus/(Deficit)	-		

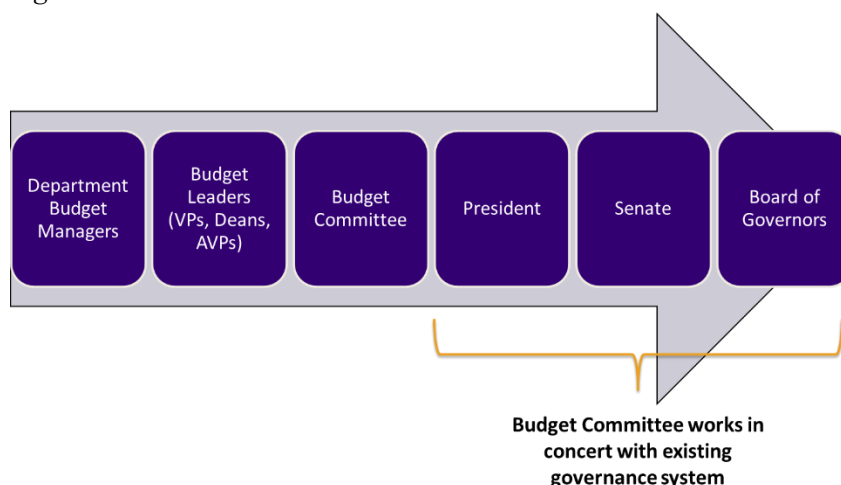
Introduction of the Budget Committee

Introduced for the development of the 2016/17 budget, the Budget Committee (see figure 2):

- Provides oversight for the implementation of the budget incorporating the transition to RCM
- Establishes the annual budget development process
- Provides advice and recommendations for transparent resource allocation decisions reflective of the University's strategic priorities
- Informs on key inputs into the budget model, including but not limited to enrolment targets and tuition rates

The Budget Committee is advisory to its co-chairs, the Provost and VP: Finance & Operations, who in turn recommend a budget to the President. Membership includes all Vice-Presidents, the Senior Executive Officer, and three Deans. The committee is supported by relevant resource staff.

Figure 2: Budget Committee's Role



2. 2017/18 Budget Context

The operating budget comprises the major annual revenues and expenditures of the university's financial operations. Revenues from student tuition and fees and government operating grants account for 91% of the total operating revenues. Similarly, faculty and staff salaries and benefits account for 76% of the total operating expenditures.

The operating budget does not include those financial activities that are not available for general operating purposes such as direct sponsored research, trust and endowments and government grants for major capital projects. These financial activities are consolidated and presented annually in the audited financial statements.

A number of external initiatives begin in 2017/18 which directly influence Laurier's budget. These include:

- **Government Funding:** Beginning in 2017/18, Ontario universities are moving to a corridor funding model for eligible students. Rather than a funding model driven by enrolment, each institution will have a midpoint – a negotiated level of funded units (called Weighted Grant Units, or WGUs). The midpoint will be tested against a 5 year growing moving average. Institutions will be funded to the midpoint-level provided the growing moving average of eligible enrolments is within +/-3% of the midpoint. Initial indications are that the midpoint will take into consideration the institution's 2016/17 level of funding. Penalties may be introduced by government in coming years for institutions whose growing moving average deviate from this corridor.
 - This change in practice has resulted in a reduction of the initial forecast for 2017/18 grant funding levels of approximately \$2 million.
- **Strategic Mandate Agreement - 2017-2020 (SMA2):** In addition to the discussions of the academic plan, included in the second round of SMA discussions will be the negotiated corridor midpoint. In addition, planned growth outside of an institution's established corridor will be determined through the SMA2 process (e.g. growth from any site expansion such as Milton will be an appendix to the SMA).
- **Tuition Framework:** The existing framework from 2013/14 has been rolled forward for 2 years. Institutions continue to be capped at an overall increase of 3% for eligible enrolments.
- **Additional policy changes,** such as net tuition billing and changes to the OSAP system will provide enhanced information and access to students, potentially influencing choice at a time of continued demographic decline of key age groups.

3. 2017/18 Budget Process

During October and November 2016, a bottom-up approach was taken to align institutional priorities against the projected budget situation. A budget template was prepared by all budget leaders of the university to provide information that would assist the VPs and the Budget Committee during the 2017/18 budget building process. The budget template included sections for both target scenario planning and additional budget requests.

The target scenario planning exercise illustrated the implications and consequences of base budget targets for both 2% and 4% scenarios for all shared service units. A differentiated target approach was used for the faculty units depending on whether they were anticipated to be in an investment or surplus position under the new RCM model. The budget scenario modeling exercise was intended to support an alternative to across-the board reductions.

In addition, units were given the opportunity to identify additional budget requests for 2017/18 that required resources for the following: strategic initiatives that had an

institutional wide benefit, costs beyond the unit's control, new academic program costs, equipment renewal and investments requested in support of the unit mandate.

The budget template which captured additional information to inform unit-level planning processes, including carryforward balances (a source of one-time only funds) and a financial picture of historical spending trend (to identify potential sources of surplus/deficit) was provided to each unit.

During December 2016 and January 2017, institutional costs were reviewed and adjusted if necessary.

During January and February 2017, strategic investment and regulatory obligation requests were brought forward to the Budget Committee for review and consideration. During March and April 2017, an analytical and comprehensive review of the 2017/18 preliminary budget was performed.

2017/18 Strategic Investments & Regulatory Obligations Process

Laurier currently has an envelope of \$280 million to fund expenses which represents the preliminary revenue forecast for 2017/18. In the absence of increased revenue, the method available to fund strategic investments is to reallocate existing base budgets.

Using the information received in the fall from the operating budget templates, the Budget Committee reviewed the additional budget requests from each of the units in January 2017.

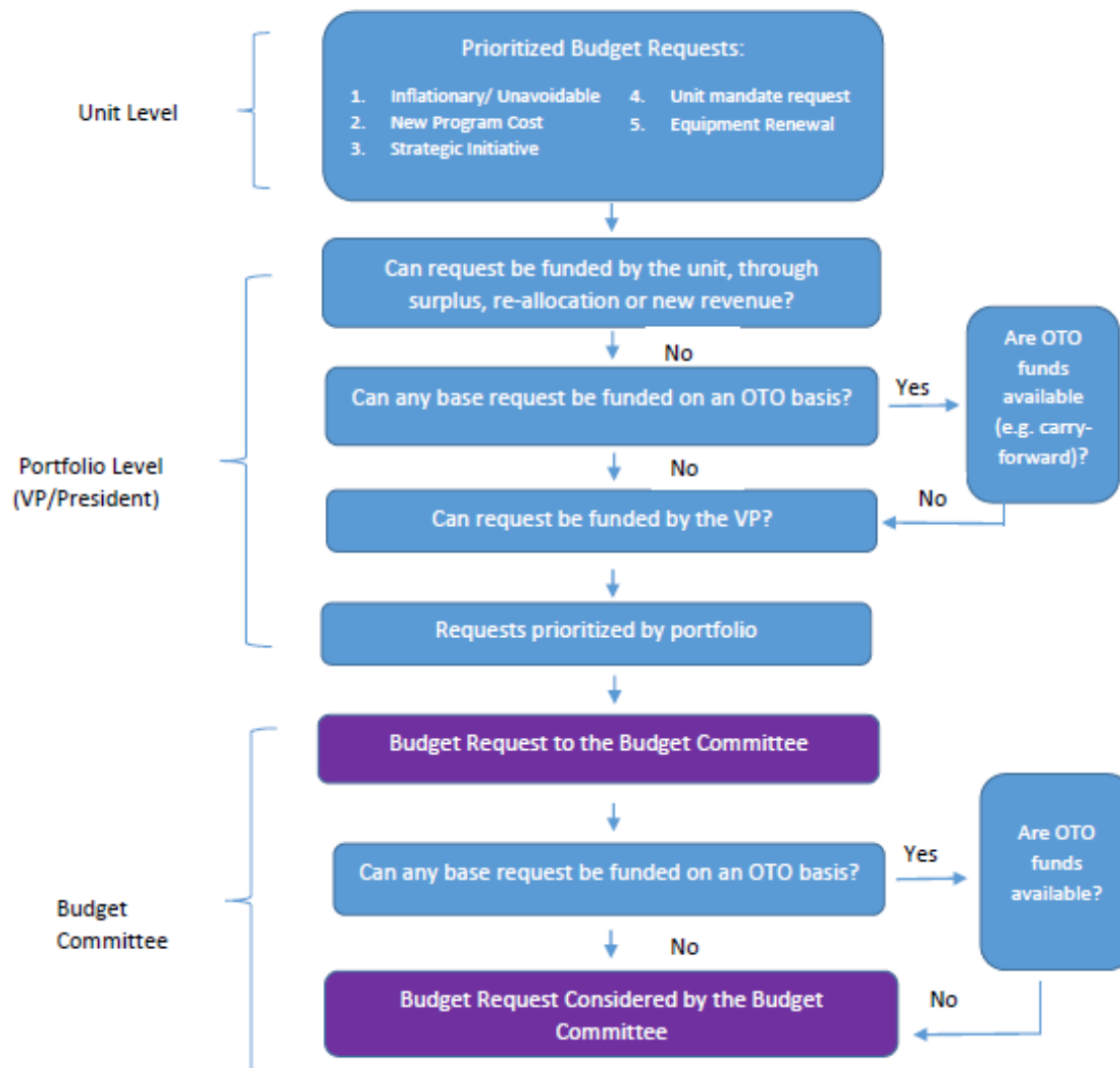
These additional budget requests were categorized as:

1. Strategic Initiatives
2. Unavoidable/Inflationary Costs
3. New Academic Program Costs
4. New/Increased Equipment Renewal
5. Unit Mandate Investments

Requests categorized as strategic initiatives needed to explain, how the initiative was aligned with Laurier's Institutional Strategic Priorities, describe the risk of not doing this strategic initiative, and describe the impact of the new strategic initiatives on other areas of the university.

To identify which additional budget requests would be funded by the 2017/18 budget, these requests were evaluated against guidelines established in the process (see below). As a result, some requests were determined to be funded by the unit; and others were funded as OTO rather than base.

Additional Budget Request Guidelines



Notes:

1. Any base funds provided will be funded through the University Fund for the first year, and will then be reflected as an increase in the direct costs of the relevant unit in subsequent years.
2. From the Budget Committee, recommendations pass from the Co-Chairs, to the President, who brings the budget to the Senate and Board of Governors.

2017/18 Budget Reallocation Process

The multiple budget scenario modeling exercise which the units completed in the fall was to gather information in order to facilitate differentiated reallocations, if required.

The following options were available to meet the scenarios:

- Revenue enhancements and/or expenditure reductions can be included to meet the budget target
- Service reductions to be carefully monitored to ensure existing university revenues are not adversely impacted
- Revenue targets should not include recoveries (charge-backs) from other departments
- In planning for budget targets, ensure alignment with institutional objectives

The information also was used to determine the combination which would enable partial funding of the Strategic Investments. The Vice-Presidents were each assigned a proportional budget target reallocation of 1% which generated a total of \$1.9 million.

	Faculty	Shared Service	Total
President		53,019	53,019
Provost & VP: Academic	1,128,945	334,344	1,463,289
VP – Fin & Admin		216,849	216,849
VP - Development		38,882	38,882
VP - Research		21,849	21,849
VP – Student Affairs		134,958	134,958
Total	1,128,945	799,901	1,928,846

4. 2017/18 Operating Budget

The 2017/18 operating budget detailed information is presented in the following pages as follows:

- * **Table B1** summarizes the operating budget in detail, by major revenue and expense type. The 2017/18 budget is compared to the 2016/17 budget noting the major changes year-over-year. Further, the impact of the strategic investment & reallocation process is highlighted separately.

Table B1

In \$000's

	Budget 2016/2017	Preliminary 2017/2018 *	BASE Strategic	OTO Strategic	Budget Reallocations	Budget 2017/2018	Change	% Chg	Explained in Page Reference
Revenue									
Tuition Fees	147,025	157,417				157,417	10,392	7%	19
Government Grants	100,690	98,655				98,655	(2,035)	(2%)	21
Other Income & Fees	25,856	24,531	(68)		64	24,528	(1,329)	(5%)	22
Revenue Total	273,571	280,603	(68)	-	64	280,599	7,028	3%	
Salary & Benefit Expenses									
Full/Part Time Faculty Costs	95,592	99,501	1,761	323	(378)	101,206	5,614	6%	25
Full/Part Time Staff Costs	66,490	67,511	1,166	808	(160)	69,326	2,836	4%	26
Statutory & Fringe Benefits	16,415	17,232	439	235	(99)	17,807	1,392	8%	26
Current Service Costs	18,028	18,028				18,028		0%	26
Pension Plan Deficiency	5,784	5,784				5,784		0%	26
Retirees, Maternity, Tuition Exemption	4,300	4,875				4,875	575	13%	27
Post Employment - Non Cash	6,750					0	(6,750)	(100%)	27
Salary & Benefit Expenses Total	213,359	212,930	3,366	1,366	(637)	217,025	3,666	2%	
Departmental Expenses									
Equipment/Software	3,983	3,806	163	119	(17)	4,071	88	2%	28
Library Acquisitions	3,553	3,875		15	(19)	3,871	318	9%	28
Scholarships & Bursaries	16,493	16,975				16,975	482	3%	28
Travel Expenses	2,389	2,372		250	(101)	2,521	132	6%	28
Facility Rentals/Occupancy Costs	3,648	2,313				2,313	(1,335)	(37%)	28
Supplies & General Expense	14,593	14,991	15	999	(1,121)	14,885	292	2%	28
Departmental Expenses Total	44,659	44,332	178	1,383	(1,257)	44,636	(23)	(0%)	
Central Expenses									
Debt Service	5,680	5,680				5,680		0%	
Capital and Deferred Maintenance	5,338	5,067		400		5,467	129	2%	29
Equipment/Operating Renewal	2,886	3,063				3,063	177	6%	29
Utilities, Insurance & Taxes	5,846	6,604				6,604	758	13%	29
Contingency	3,060	3,000	0	0		3,000	(60)	(2%)	29
Central Expenses Total	22,810	23,415	0	400	0	23,815	1,005	4%	
Expense Total	280,828	280,677	3,544	3,149	(1,894)	285,476	4,648	2%	
Surplus/(Deficit) before Budget Balancing Options	(7,257)	(74)	(3,612)	(3,149)	1,958	(4,877)	2,380		
Budget Balancing Options									
Remaining Enrolment Reserve	1,574								
Appropriations from prior years	1,292					2,200			
Anticipated Approp from 15/16	691								
Anticipated Approp from 16/17						1,000			
Contingency	1,700								
Projected Spend Adjustment	2,000					1,677			
Total Budget Balancing Options	7,257	0	0	0	0	4,877			
Surplus/(Deficit)	0	(74)	(3,612)	(3,149)	1,958	(0)			

* Preliminary 2017/18 budget is defined as: 2016/17 base budget + Annual adjustments + Unit budget adjustments

The 2017/18 Budget Balancing Options shown in Table B1:

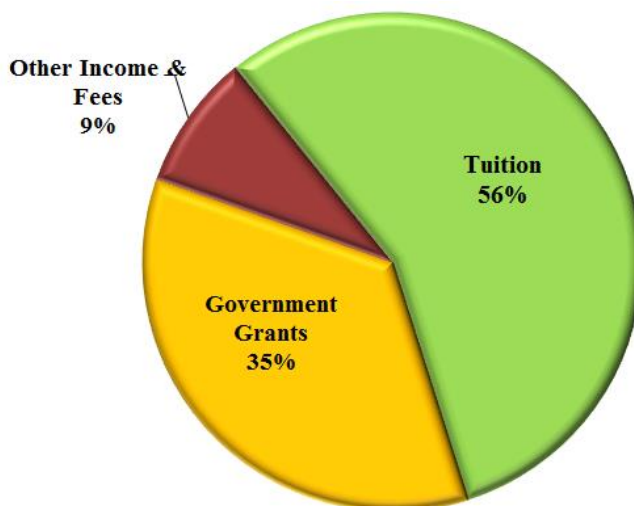
1. Appropriations from prior years of \$2.2 million
 - During 2016/17 existing appropriations were reviewed and it was determined that some were no longer required allowing for the funds to be available for future requirements.
2. \$1.0 million of the anticipated surplus for 2016/17.
3. 2017/18 projected underspend of \$1.7 million
 - It has been past experience that both faculty and staff costs have consistently shown favourable variances to approved position budgets. This favourable variance is mainly due to delays in hiring, unfilled positions and historical budgeting.

It is also important to note that the following reserves are still being maintained:

1. Enrolment reserve at \$2.0 million
2. Physical Resources reserve at \$600,000
3. Contingency at \$3.0 million

4.1 Revenue

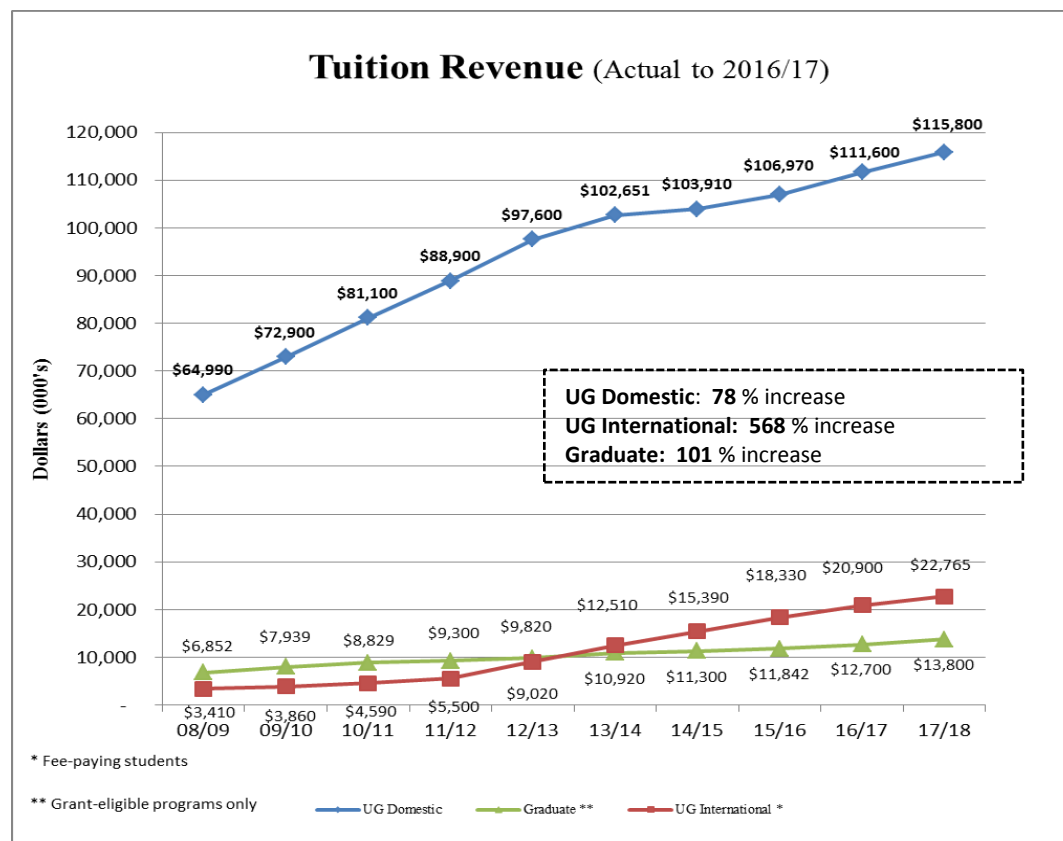
The key drivers impacting the tuition revenue budget include the government's policy on the tuition rate framework and the university's enrolment plan and projections. Operating grants are impacted by government policy and announcements through the provincial budget. Revenues from student tuition and fees and government operating grants account for 91% of the total operating revenues. This following chart depicts the breakdown of total revenue.



Overall, total Revenues are expected to increase by \$7.0 million or 2.6%. The following provides a comprehensive review of each major component of university operating budget revenues and the factors that are increasing and decreasing over the previous year that result in this overall increase. Tuition fee increases together with enrolment growth are the main contributors to revenue increases.

	2016/17	2017/18	Change	%
Tuition Fees	147,025	157,417	10,392	7.1%
Grant	100,690	98,655	-2,035	-2.0%
Other Revenue	25,856	24,527	-1,329	-5.1%
Total	273,571	280,599	7,028	2.6%

The following chart depicts that domestic undergraduate (U/G) tuition revenue has grown steadily over the past nine years, and illustrates how this growth is projected to continue in 2017/18. Overall, undergraduate domestic revenue has increased by 78%; undergraduate international revenue increased by 568% with the greatest growth deriving from the last five years; and graduate revenue has increased by 101%.



4.1.1 Enrolment

Student enrolment drives more than 90% of operating revenue. The Strategic Enrolment Management committee oversees the development of short-term and long-term enrolment targets for both graduate and undergraduate students. This forms the basis of the enrolment forecast, which is then used to project enrolment-related revenue (tuition and grant) institutionally and by Faculty.

Full Time Equivalent (FTE) Enrolments (*Undergraduate & Graduate*):

In 2017/18, undergraduate domestic enrolment is projected to increase slightly from the prior year and total graduate enrolment is projected to remain relatively consistent. The following graph shows the FTE enrolment from 2008/09 to 2017/18 including undergraduate domestic, undergraduate international and graduate.

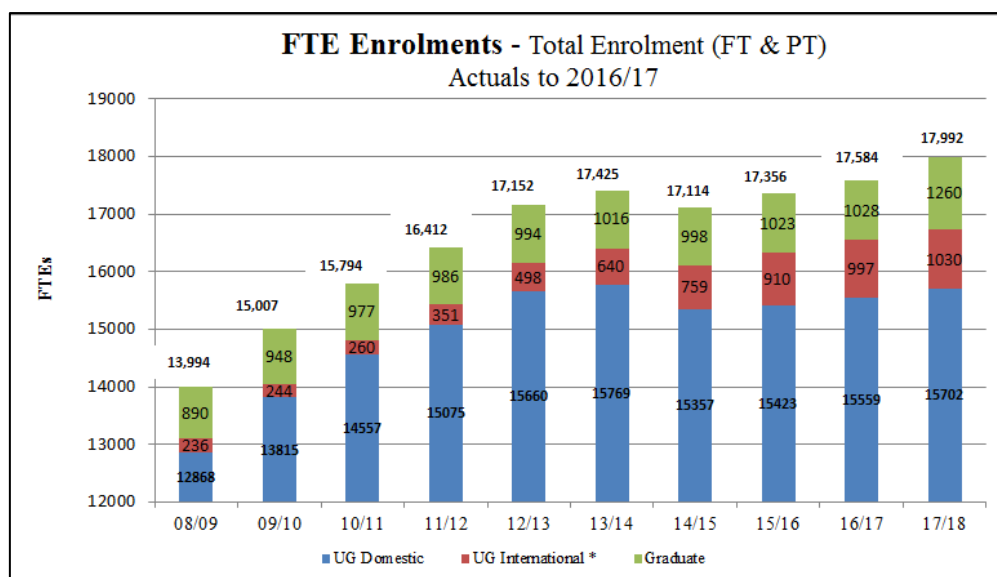
For 2017/18, the majority of the growth forecasted from SEM is at the graduate level, with overall undergraduate enrolment remaining fairly stable. However, within Faculties there is change in distribution and mix of students.

The major drivers in forecasting student revenues are:

Student Headcounts – The number of students enrolled in programs at Laurier. The Fall academic term is used as the benchmark for measuring year-over-year enrolment changes.

Student FFTEs/FTEs – Revenue from undergraduate students is based on fiscal full-time equivalents (FFTEs), which is calculated using course enrolments for the fiscal year. Revenue from graduate level students is based on full-time equivalents (FTEs), which is based on student headcounts in each academic term (FTE for a full-time graduate student is 1.0, and for part-time graduate student is 0.3)

BIUs – Operating grant funding has traditionally been based on the weighted enrolment measure called the Basic Income Unit (or BIU). This measure will be replaced by the Weighted Grant Unit, or WGU, in fiscal 2017/18 (see Government Grant section for further details).



The following tables illustrates the forecasted change in total student headcounts, undergraduate FFTEs and graduate FTEs, and total BIUs in fiscal 2017/18:

	2016/17	2017/18	Change
Student Headcount (Fall) *	18,439	18,589	+0.8%
Student FFTEs/FTEs **	17,584	17,992	+2.3%
BIUs ***	25,405	25,839	+1.7%

* All students (full-time and part-time)

** Graduate student FTEs are based on Fall term enrolments

***To facilitate year-over-year comparison, the weighted enrolment units for 2017/18 have been reported as BIUs.

Recruitment efforts by Ontario universities for new undergraduate students continue to be extremely competitive. Accordingly, the total projected intake for budget purposes of new

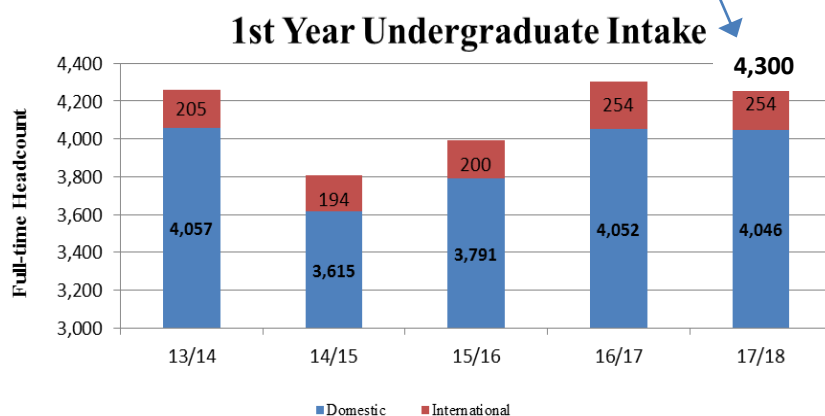
domestic and international undergraduate students for Fall 2017 are relatively constant to the previous year.

Undergraduate Students:

Total projected undergraduate full-time headcounts of 14,950 for Fall 2017 are slightly higher than the previous year's actual count of 14,850. Included in total projected Fall 2017 enrolments are 14,075 domestic and 875 international students, representing an increase of 36 domestic students and an increase of 40 international students from Fall 2016. The total projected international enrolments represent 790 fee-paying/degree-seeking students and 85 students on exchange programs.

Full-Time

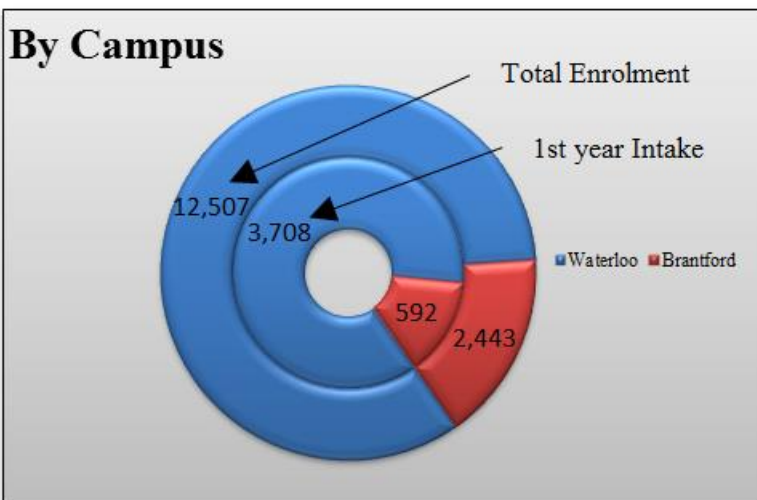
	1st Year Undergraduate Intake						Total Undergraduate Enrolment				
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2017 vs 2016	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2017 vs 2016
By Campus											
Waterloo Campus	3,493	3,135	3,441	3,740	3,708	-32	12,044	12,178	12,376	12,507	131
Brantford Campus	<u>769</u>	<u>674</u>	<u>550</u>	<u>566</u>	<u>592</u>	<u>26</u>	<u>2,763</u>	<u>2,647</u>	<u>2,474</u>	<u>2,443</u>	<u>-31</u>
	4,262	3,809	3,991	4,306	4,300	-6	14,807	14,825	14,850	14,950	100
By Type of Student											
Domestic	4,057	3,615	3,791	4,052	4,046	-6	14,163	14,013	14,015	14,075	60
International	<u>205</u>	<u>194</u>	<u>200</u>	<u>254</u>	<u>254</u>	<u>0</u>	<u>644</u>	<u>812</u>	<u>835</u>	<u>875</u>	<u>40</u>
	4,262	3,809	3,991	4,306	4,300	-6	14,807	14,825	14,850	14,950	100
By Academic Faculty											
Faculty of Arts	1,202	957	1,045	1,182	1,165	-17	4,206	4,057	4,114	4,131	17
Faculty of Science	961	917	1,006	1,183	1,148	-35	3,349	3,417	3,602	3,730	128
Lazaridis School of Business & Econ.	1,307	1,177	1,267	1,221	1,225	4	4,040	4,220	4,045	3,960	-85
Faculty of Music	94	111	92	122	130	8	337	353	379	419	40
Waterloo Campus Dble Degree	110	85	134	133	140	7	244	292	330	366	36
Faculty of Human and Social Sciences	236	234	257	264	250	-14	923	1,029	1,011	1,054	43
Faculty of Liberal Arts	324	294	132	140	176	36	1,473	1,188	972	842	-130
Faculty of Social Work	28	34	58	61	66	5	115	209	284	323	39
Faculty of Education	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>120</u>	<u>60</u>	<u>113</u>	<u>125</u>	<u>12</u>
	4,262	3,809	3,991	4,306	4,300	-6	14,807	14,825	14,850	14,950	100



The graph shows the first year undergraduate intake for both domestic and international students as increasing in 2016/17 and also as projected to remain relatively constant.

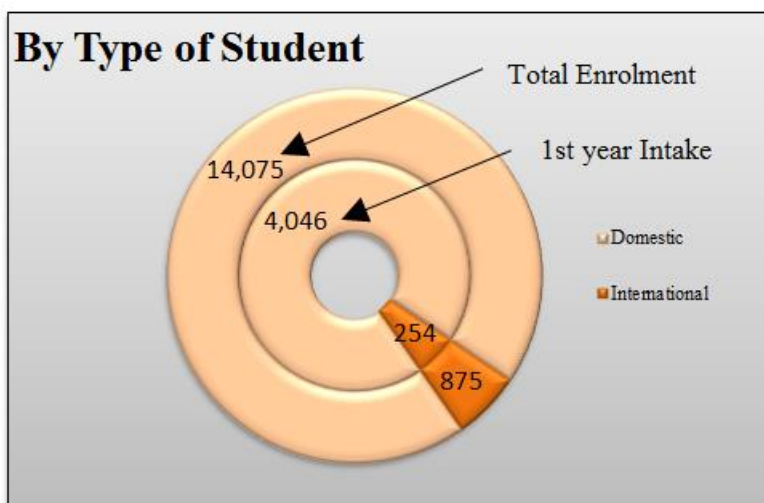
The following graphs visually show the composition for the full-time undergraduate headcount for both first year intake and total enrolment originally projected for 2017. This information is displayed by campus, type of student and academic faculty.

Total Enrolment – **14,950**



The **By Campus** chart shows that:

- Waterloo's enrolment has been growing at a faster rate than the Brantford campus
- Brantford is 13.7% of total 1st year enrolment
- Brantford is 16.3% of total enrolment



The **By Type of Student** chart shows that:

- The % of international students remains flat at 6% for both 1st year intake and total enrolment

Graduate Students:

Enrolment increases in graduate programs are forecasted for Master's students in professional and research-based academic programs for Fall 2017 of approximately 15.7% and 2.7%, respectively, from the previous year. Projected enrolments for doctoral programs are expected to be relatively consistent with the previous year.

The chart below shows the change in fall full-time head count by program category; enrolments include both domestic and international students:

Full-time Headcount (Fall only)

By Program Category	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Projected
Professional Masters	342	339	333	318	299	346
Research Masters	284	310	312	342	333	342
Doctoral	186	193	192	197	207	213
Other	14	14	1	12	15	3
Graduate Full-Time Head Counts	826	856	838	869	854	904

4.1.2 Tuition

The following table shows the major components of the changes in tuition revenue for 2017/18 over 2016/17.

	2016/17	2017/18	Change	% Change
Undergraduate	\$ 130,700	\$ 137,992	\$ 7,292	5.6%
Graduate	15,400	18,500	3,100	20.1%
Cross-Registration	925	925	0	0%
Total	\$ 147,025	\$ 157,417	\$ 10,392	7.1%

UG total tuition fees are forecasted to increase by 5.6% with fees for grant-eligible and grant-ineligible students forecast to increase by 4.6% and 10.8% respectively. The 4.6% UG increase can be further broken down by 3.4% rate and 1.2% volume for grant-eligible students and 3.1% rate and 7.7% volume for grant-ineligible students.

Graduate tuition fees are forecasted to increase by 20.1% with fees for students in grant-eligible and grant-ineligible programs forecast to increase by 8.7% and 74.1%, respectively.

Tuition Framework

Publicly funded tuition fees are governed by the Provincial government's regulated framework of tuition fee policies and guidelines. An extension of the existing framework was announced on December 15, 2016 and is in effect for academic years from 2017/18 and 2018/19.

The ministry will allow universities to use 2015/16 enrolment to measure compliance with the overall institutional average tuition fee increase cap of 3.0% in 2017/18 and 2018/19. The change in tuition fee compliance methodology is intended to assist universities in setting tuition fees for the next two years in conjunction with the net tuition billing implementation. This will also allow the ministry to confirm compliance with the framework at an earlier date compared to prior years.

Under the Tuition Fee Framework for 2017/18 and 2018/19, the overall average rate of tuition fee increase across all publicly funded programs at an institution is capped at 3.0% per year:

Maximum Allowable Annual Tuition Fee Increase by Program Type	
Arts & Science Undergraduate and other Undergraduate Program	3% for all students
Professional Undergraduate or any Graduate Program	5% for all students
Overall Average Tuition Fee Increase	3%

Management has reviewed various models and scenarios to ensure compliance with the overall 3.0% increase maximum for those programs subject to MAESD guidelines. In addition, management reviewed Council of Ontario Universities (COU) market data for both Domestic and International Undergraduate, Undergraduate Professional and Graduate Programs to determine how Laurier's tuition fees compare to other Universities in the market place. The analysis of this data informed and assisted management in determining proposed tuition fee increases and resulting tuition rates for 2017/18 and 2018/19. Management also sought input from the relevant Deans, Registrar's office, Faculty of Graduate & Postdoctoral studies, and other staff to determine appropriate tuition rate increases.

Fees for international students are not eligible for MAESD operating grant funding and therefore are not governed by the government's tuition framework.

Generally speaking tuition rates for international (visa) students had previously been guided by the tuition rate increases experienced by domestic students; that is, a complex matrix of fee rates based on continuing/entering and year of entry. In 2013/14 the Board of Governors approved a standard international tuition rate to be applied effective with 2013/14 entering students and the differentiated rate model to be phased out.

For other non-publicly-funded programs and courses, the University has full discretion over tuition fee increases because these are not eligible for provincial government funding and are not governed by the government's tuition policy. Tuition rates for these programs are guided by the market and Laurier's relative competitiveness to other comparators.

4.1.3 Government Grants

The Ministry of Advanced Education and Skills Development (MAESD) is implementing a new funding formula mechanism for allocating operating grant revenue in fiscal 2017/18. Operating grant allocations to universities will be controlled by a corridor system that will dictate the level of funded student enrolments.

Prior to fiscal 2017/18 the majority of operating grant revenue came from the Basic Operating Grant (BOG), which provided 'base' grant funding for enrolments as of a specific date (for undergraduate students, the BOG funded enrolments up to the 2010/11 fiscal year; for graduate students, the BOG provided funding for enrolments up to the 2007/08 fiscal year). Undergraduate student growth subsequent to the 2010-11 fiscal year was funded through the Undergraduate Accessibility grant envelope. Graduate student enrolment growth subsequent to the 2007/08 fiscal year was funded by the Graduate Expansion grant envelope. The underlying weighted enrolment measure supporting the calculation of the BOG and enrolment growth funding was the Basic Income Unit, or BIU. The formula fee, a factor based on full-time equivalent students, was another measure used in the grant funding calculation. In addition to the BOG and enrolment growth grant envelopes for undergraduate and graduate students, operating grant revenue was also provided by a quality enhancement grant envelope, a performance grant envelope, and a Teachers Education grant envelope for students in the Consecutive Education program (for which a funded enrolment cap was in place). Special purposes grants, such as support for Indigenous learners and students with disabilities, are also provided by MAESD.

The new operating grant mechanism implemented by MAESD in fiscal 2017/18 will have three major components:

Enrolment Envelope – called the Core Operating Grant (COG). The grant funding provided by this envelope will be controlled by an enrolment corridor, and will replace the former BOG. The weighted enrolment measure used as a basis for calculating the COG will be called the Weighted Grant Unit (or WGU), and will replace the BIU. The operating grant revenue provided by the COG will be calculated based on an equal level of funding per WGU, and the formula fee factor will be eliminated from the grant calculation (thereby simplifying the calculation). The COG will also include the grant funding for students in the Consecutive Education program.

Differentiation Envelope – a new grant envelope that, in future years, may be used to allocate grant funding on outcome-based performance metrics. For the most part, the Differentiation grant envelope will replace the existing quality enhancement and performance grant envelopes.

Special Purpose Envelope – a continuation of existing grants supporting groups such as Indigenous learners and students with disabilities.

Subject to the final SMA2 negotiations, the sum of total grant revenue for the COG enrolment envelope and the Differentiation envelope in fiscal 2017/18 will likely be the same amount as total funding received in fiscal 2016/17 for the combined BOG, Undergraduate Accessibility, Graduate Expansion, quality enhancement, performance, and Teacher Education grants.

The following table, showing a notional allocation between undergraduate and graduate students, illustrates the major components of grant revenue in fiscal 2016/17 and 2017/18:

The following table outlines the major sources of government grant funding in fiscal 2017/18:

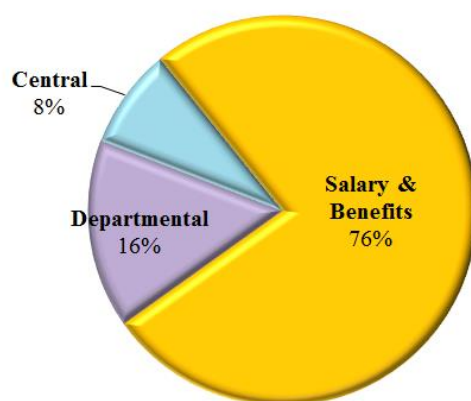
Actual	2016/17	Budget	2017/18	Change
UG BIUs	86,704	COG-UG	81,888	
Graduate	12,621	COG-Graduate	11,952	
		Differentiation Envelope	5,600	
	99,325		99,440	115
Special Purpose	2,600	Special Purpose	2,600	0
ISR	-650	ISR	-785	-135
FRP	1,568	FRP	1,100	-468
Total	102,843	Total	102,355	-488

Other Income & Fees

Other income & fees are expected to decrease by \$1.3 million. This category includes other general fees and program revenues such as transcript fees, co-op/internship fees, application fees, athletic, financing income, student interest, and teaching support services. Changes in these budget items can fluctuate, by their nature, but many changes are due to adjusting the budget to previous year actual experience. Also included in other revenue is the Bookstore operations contribution to the operating budget.

4.2 Expenses

The key drivers that impact salary rate expenditures are government policy regarding executive compensation, and regular negotiated settlements through the collective bargaining process. The financial obligations respecting the financing of Laurier's pension plan require going concern deficiency payments and annual current service costs. Expenditures are also impacted by investments that are needed to support strategic investments, inflationary costs, regulatory requirements and other growth and quality requirements. Overall, total Expenses are expected to increase by \$4,270,000 or 2%. Faculty and staff salaries and employee benefits account for 76% of the total operating expenditures. This following chart depicts the breakdown of total expenses.



4.2.1 Strategic Investments

The chart below lists the Strategic Investments & Regulatory obligations that met the guidelines and were, therefore, recommended by the Budget Committee for approval in 2017/18.

Initiative	Description	Base	OTO	Total
Direct Cost of Teaching	Bachelor of Policing & FHSS support	54,450	108,900	163,350
	Bachelor of Social Work	224,240		224,240
	Bachelor of User Experience Design	25,800	420,000	445,800
	Graduate Diploma in Accounting	196,661	9,000	205,661
	Health and Computer Science support	250,344		250,344
	Master of Applied Computing	47,593	5,500	53,093
	Master of Arts in Community Music	26,514		26,514
	Master of Education		128,997	128,997
Total		825,602	672,397	1,497,999
Research	Research Initiatives	-	150,000	150,000
	Total	-	150,000	150,000
Student Recruitment Initiatives	Marketing Initiatives		749,000	749,000
	Integrated Web Management (content/style/design)	425,000	159,014	584,014
	Steady State for Web (ongoing development)	202,000		202,000
	Total	627,000	908,014	1,535,014
Student Support / Student Services	Early Resolution Support Officer (3 year pilot)		79,600	79,600
	Gendered and Sexual Violence Support Contracts (Waterloo/Brantford); training, education & awareness		125,871	125,871
	Athletic therapist (Part time to 9 month)		63,291	63,291
	Campus Recreation & Wellness Coordinator		56,640	56,640
	Mental Health Nurse (Part-time 9 month)		55,000	55,000
	Employment Equity Position		70,000	70,000
	Athletic Program playoff success cost		250,000	250,000
	Total	-	700,402	700,402
Health & Safety	2 Security Guards		115,000	115,000
	Total	-	115,000	115,000
Investments in Technology	Enterprise Solutions Resources	270,000		270,000
	Information Communications Technology	238,271	241,729	480,000
	Total	508,271	241,729	750,000
Administrative	Administrative Assistant - University Secretariat		61,000	61,000
	Financial Analysts - shared service support	174,240		174,240
	Health & Abilities Management Consultant - permanent funding	68,202		68,202
	Total	242,442	61,000	303,442
Grand Total		3,612,490	3,148,542	6,761,032

The Strategic Investments will result in an additional 24 continuing full-time equivalent (FTE), 13 limited-term positions and 12.0 stipends.

Initiative	Description	FTE (Base)	FTE (OTO)	Stipends (Base)	Stipends (OTO)
Direct Cost of Teaching	Bachelor of Policing & FHSS support	1.0	1.0		
	Bachelor of Social Work	2.0			
	Bachelor of User Experience Design	0.5			
	Graduate Diploma in Accounting	2.0			
	Health and Computer Science support	2.5			
	Master of Applied Computing			5.0	
	Master of Arts in Community Music			3.0	
	Master of Education		1.0		4.0
	Total	8.0	2.0	8.0	4.0
Research	Research Initiatives		1.0		
	Total	-	1.0	-	-
Student Recruitment Initiatives	Integrated Web Management (content/style/design)	6.0	2.0		
	Web management (ongoing technical)	2.0			
	Total	8.0	2.0	-	-
Student Support / Student Services	Early Resolution Support Officer (3 year pilot)		1.0		
	Athletic therapist (Part time to 9 month)		1.0		
	Campus Recreation & Wellness Coordinator Part-time		1.0		
	Mental Health Nurse (Part-time 9 month)		1.0		
	Employment Equity Position		1.0		
	Total	-	5.0	-	-
Health & Safety	2 Security Guards		2.0		
	Total	-	2.0	-	-
Investments in Technology	Enterprise Solutions Resources	3.0			
	Information Communications Technology	2.0			
	Total	5.0	-	-	-
Administrative	Administrative Assistant		1.0		
	Financial Analysts - shared service support	2.0			
	Health & Abilities Management Consultant - permanent funding	1.0			
	Total	3.0	1.0	-	-
Grand Total		24.0	13.0	8.0	4.0

4.2.2 Commentary to 2017/18 Budget by Expense

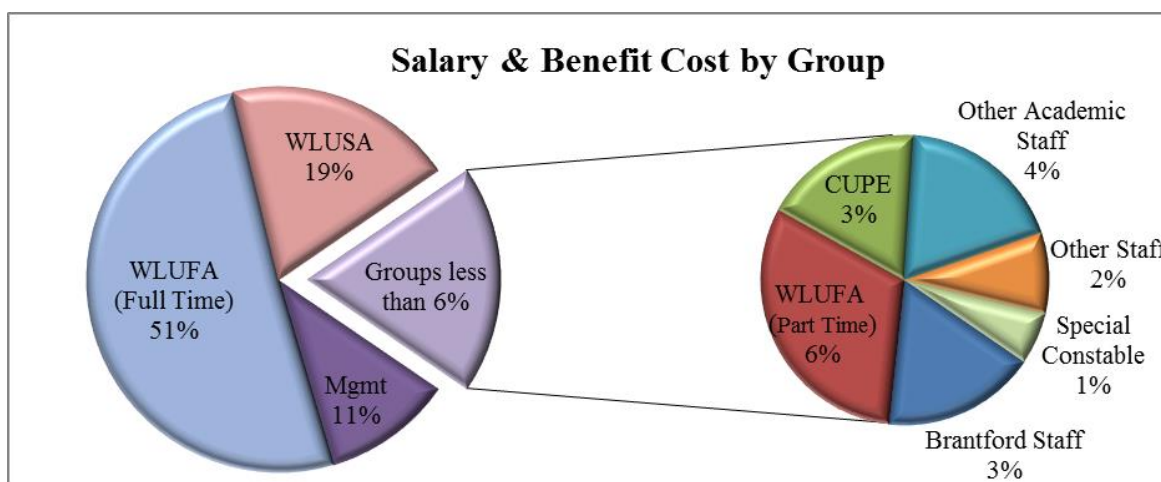
This section will provide detail commentary to the 2017/18 budget including review of the major drivers influencing the revenue and expenditure assumptions. Further, it provides explanation and highlights the major variances to expenditures as noted in Table B1 between 2017/18 as compared to the 2016/17 budget.

The following provides a comprehensive review of each major component of university operating budget expenses and the factors that are increasing and decreasing over the previous year that result in this overall increase.

Salary & Benefit Expenses

Salaries and benefits for faculty and staff (full and part-time) make up the largest portion (\$217,025,000 or 76%) of the university's operating expenditure budget.

Total faculty and staff salaries and benefits budget is comprised of the many salary groups. The following graph depicts the composition of the labour and salary groups to the total salary costs.



The salary and benefit assumptions continue to reflect that increases will continue, on average, as per previous years' experience for conservative budgeting purposes only. At this time, negotiations are currently underway with WLUSA/OSSTF and WLUF. The salaries & benefits for 2017/18 over the previous year of \$10,416,000 or 5% is a result of the following major salary and benefit related budget components:

Full/Part Time Faculty Costs – Increase of \$5,614,000

- Known and expected salary rate increases, as per collective agreements, are the largest cost driver of this budget category. Departmental budgets are adjusted based on estimates as the WLUF collective agreement bargaining is currently underway.
- Strategic Investments have added \$655,000 in base and \$124,000 in OTO costs.

- RCM Faculty Investment of \$529,000 – As part of the change to a RCM budget model, Faculties with a surplus have a portion of that surplus returned each year as part of the Transition Plan (see page 17 of the Appendix for further detail). The three Faculties with a returned surplus will be using the funds in support of academic priorities, which they have identified as largely full-time faculty positions within areas of growth (eg. Policing, BBA)
- A number of initiatives including addressing gender equity and TA-ships have contributed to increased costs.

Full/Part Time Staff Costs – Increase of \$2,836,000

- Increases from known and expected salary rate increases and as per collective agreements is the largest cost driver of this budget category. For those employee groups where settlement are not known (eg. WLUSA/OSSTF) or approved (management & executive staff), estimates are retained in global committed expenses. Departmental budgets are adjusted once collective agreements are finalized and other employee groups are approved.
- Strategic Investments have added \$1,166,700 in base and \$808,000 in OTO costs.

Statutory & Fringe Benefits – Increase of \$1,392,000

This amount is based on the current and projected increase in the faculty and staff complement. This budget is estimated on an average percentage rate. Contributors to the increase also include the strategic investments that impacted faculty and staff positions.

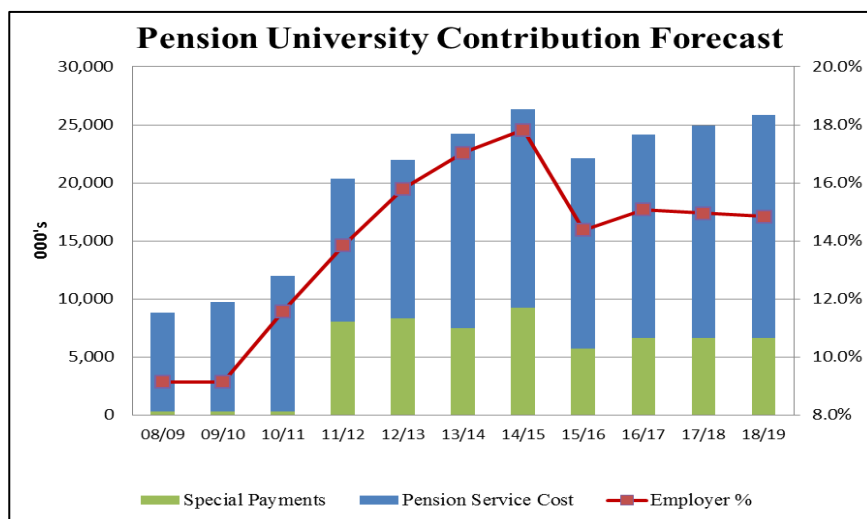
Pension Plan: Current Service Costs & Pension Plan Deficiency – No change

The Current Service Cost is set by the Actuary based on the results of the plan valuation and is intended to cover the cost of benefits earned by pension plan members for the coming year. The Current Service Cost is calculated as a percentage of pensionable salary.

In addition to Current Service Costs, the University must pay for any unfunded deficits that have occurred in the plan. Pension Plan deficiencies are calculated by the Actuary at the time of the Plan's formal Valuation which in Laurier's case was done as at December 31, 2014. There are two calculations, both reflecting the funded status of the plan at a point in time. The Going Concern calculation determines the plan's financial status as a going concern. It answers the question as to whether sufficient funds are in place to fulfill the past and future benefits promised. Based on the current funding framework, Going Concern Deficits must be amortized over a period not to exceed 15 years. Laurier's Going Concern Deficit as at December 31, 2014 is \$52.0 million. The Solvency calculation determines whether there are sufficient funds to provide the past and future benefits should the employer become insolvent and unable to contribute to the plan. The Actuary must comply with more restrictive assumptions and methodologies when performing this calculation. Laurier's last Valuation showed a Solvency Deficit of \$45.4 million. Based on the actuarial calculations, the university is required to make annual special payments of \$5.8 million to fund the deficit. Pension costs are escalating internationally and Canadian employers, especially universities, are coming to grips with the reality of the true cost of providing these benefits. Laurier is no

different and steps have been taken to mitigate the high cost escalation through plan design changes such as increased contributions. The 2017/18 Budget contains provision of \$5.8 million on Going Concern Deficit special payments as well as Current Service Costs of \$18.0 million.

The following chart displays the trend of employer pension costs since 2008/09 and estimated to 2018/19 in terms of dollars and as a percentage of estimated payroll for pension contributions.



Retirees, Maternity, Tuition Exemptions – Increase of \$575,000

Retiree post-employment benefit premiums increased by \$425,000 and \$150,000 was added to maternity benefits based on experience.

Post-Employment – Non Cash – Decrease of \$6,750,000

Finance staff conducted research into the university's fiscal responsibility relating to the setting aside of an annual amount in the operating budget to fund a reserve for the OPEB obligation. Input was received from three sources during this review: 1) Staff-conducted Ontario University sector survey, 2) Laurier's actuarial financial service provider and 3) Laurier's external auditor.

Based on the results of this review and the recommendation of the Budget Committee, the university will not include in the operating budget a charge to fund a post-employment benefits reserve. The annual cost of the health and dental plan premiums will continue to be included in the budget. A reconciling note between the university budget and the audited financial statements will be added in the amount of the annual OPEB accounting expense. This reconciling item is one of a number of reconciling items due to the difference between the cash based budget and the accrual based audited financial statements. This approach is followed by a majority of the medium and large sized Ontario universities. Laurier's current reserve of \$35 million would continue to grow by the amount of the investment returns.

Departmental Expenses

This category which includes a number of non-salary departmental budgets remains at the same total as last year at \$44.6 million. The following explains the main cost category changes:

Equipment – Increase of \$88,000

Strategic investments in base have increased \$163,000 compared to last year and OTO strategic spend has decreased by \$75,000.

Library Acquisitions – Increase of \$318,000

In the library, a significant portion of the E-resources and serials are acquired in US\$. Each year, the foreign exchange is reviewed and a corresponding adjustment is made. For 2017/18, the rate of \$0.74 USD/\$1.00 CAD was used versus the assumption of \$0.76 USD/\$1.00 CAD in 2016/17. This rate assumption accounts for \$143,000 of the change year over year. An additional inflation adjustment of 5% on E-Resources accounts for \$179,000.

Scholarship & Bursaries - Increase of \$482,000

Increase of \$462,000 reflects the number of students who qualified for a merit based scholarship. There were no changes to the merit based scholarship grid. UG Scholarships Tuition Set Aside (TSA) increase of \$68,400 reflects annual maximum tuition increase of 3% within the year-over-year TSA institutional calculation. The TSA administrative cost recovery has increased by \$48,000 to the university.

Travel Expenses – Increase of \$132,000

An increase of \$250,000 OTO budget has resulted from the strategic investment process for the athletic program playoff success cost. This is partially offset by travel budget reductions.

Facility Rentals/Occupancy Costs – Decrease of \$1,335,000

In 2016/17, \$1.4 million budget was added for the new commitment to the Lazaridis operating costs which included salary, equipment, maintenance, contracted services, utilities and security costs. During 2016/17, this budget was reallocated to its proper accounts. Offsetting this decrease is leased property annual rent increases totalling \$67,000 for 255 King and 230 Regina.

Supplies & General Expense – Increase of \$292,000

This category includes a multitude of account categories across all units within the university and had an overall small change year over year. As part of the strategic investment process, \$1.0 million OTO was added most notably for recruitment marketing initiatives and OCUL Collaborative Futures. Budget reallocations of approximately the same amount occurred in this category with the remaining balance due to budget transfers from other categories.

Central Expenses

This category includes a number of budgets that are held centrally and are not within departmental budgets. The following explains the overall change of \$1.0 million:

Capital and Deferred Maintenance – Increase of \$129,000

The 2017/18 budget does not include \$823,700 of OTO special purpose funding included in the 2016/17 budget under the provincial government's Facilities Renewal Program (FRP). There is however an increase in the base funding under this program in the amount of \$374,000. Incremental to last year is a strategic investment of \$400,000 relating to the construction cost of new teaching space in Brantford. Various smaller projects make up the variance to 2016/17.

Equipment/Operating Renewal – Increase of \$177,000

An increase of \$253,000 was related to Institutional memberships. The budget for these central memberships was increased to reflect actual experience. Budget of \$24,000 was allocated for classroom technology in Lazaridis as part of the evergreen program. Offsetting the overall increase was a 2016/17 OTO \$100,000 software expense

Utilities, Insurance & Taxes – Increase of \$758,000

Due to the size of WLU, we are not eligible to be part of the Cap and Trade program and therefore, a fee is charged of \$148,000. An Ontario market global adjustment in electricity and water of \$812,000 was charged from the provincial government and a Union Gas price increase of \$40,000 were two additional factors causing utilities to increase in 2017/18. The occupancy in Lazaridis Hall caused an increase of \$202,000. Offsetting these increases is a reduction of \$444,000 in utilities due to changes in building occupancy (eg. closed Laurier Place, fewer buildings in Brantford).

Contingency – Decrease of \$60,000

This category by its nature can fluctuate from year to year and the decision was made to hold the contingency at \$3.0 million.

4.3 Faculty Allocation under RCM

The 2017/18 budget reflects a Responsibility Centre Management (RCM) budget model. This 2017/18 budget marks the beginning of a move away from historical, incremental budgeting at Laurier. A budget, driven by revenue rather than cost, and articulated from the point of view of Faculty units provides increased transparency on the inter-related nature of both Faculties and administrative units within the university. **Appendix: Allocation by Faculty** explains how the first RCM was developed.

- * **Table B2** summarizes the expense operating budget by faculty, shared service and Institutional – Central Oversight categories. Institutional costs of approximately \$43 million have been reclassified to shared service units with oversight assigned to functional unit leaders. As a result, 2016/17 Table B2 Central expenses were \$56 million vs 2017/18 at \$13 million.

Table B2
2017/18 Expense Budget by Unit
In \$000's

	Budget 2017/18
Faculty of Arts	38,094
Faculty of Education	1,799
Faculty of Human Social Sciences	6,986
Faculty of Liberal Arts	8,365
Lazaridis School of Business & Economics	41,560
Faculty of Music	8,068
Faculty of Science	31,670
Faculty of Social Work	7,870
SIPG	1,648
Total Faculties	146,060
President	7,941
Office of the President / Government Relations	1,244
University Secretariat / Dispute Resolution	864
CPAM/University Relations	4,270
General Counsel	786
SEO's Office	777
Provost & VP: Academic	58,224
Enrolment Services / Global Engagement	11,651
ICT	11,562
Centre for Teaching & Innovation Excellence	2,404
Faculty of Graduate & Postdoctoral Studies	879
Faculty Relations	2,698
Institutional Research	833
Library	11,494
Provost's Office	7,391
Scholarships & Bursaries	8,137
Press	915
Aboriginal Initiatives	259
VP - Finance & Operations	43,239
Financial Resources	5,040
Human Resources & Employee Benefits	9,436
Physical Resources	21,752
SHERM	986
Special Constable Service	3,154
Administration	1,517
VP: Finance & Administration	1,354
VP - Development	4,103
Development & Alumni Relations	4,103
VP - Research	2,313
Research	2,313
VP - Student Affairs	17,255
Athletics	4,916
Student Services	12,340
Total Shared Services	133,074
Total Institutional - Central Oversight	12,598
<i>Less: Cost Recoveries</i>	-6,257
Total Expenses	285,476

Part C – Ancillary Budget

The Ancillary Budget is separate and distinct from the Operating Budget. All direct expenditures incurred in service areas of the university (e.g. facilities management) are charged to the ancillary operations as they are required to be self-sustaining. The various operations within the Ancillary budget include Food Services, One Card, Conferences, Residences, Bookstore, Parking, Printing and Copying Services. **Table C1** provides a detailed summary of the 2017/18 budget that is being submitted for approval. Also included is **Table C2** which is a 3 year Ancillary Fund Projected Budget Detail that is provided for information. The following provides highlights of the major changes in revenues and expenditures for the various ancillary operations as compared to 2016/17.

Summary – Increase of \$425,000

The revenue of the ancillary enterprises is estimated to increase by 10.8% over the period of this forecast to \$44.7 million in 2019/20. Over the same period, expenses are forecast to increase from \$39.7 million to \$42.8 million. The budgeted net surplus before appropriations is \$1.2 million in 2017/18 and then grows to \$1.9 million in 2019/20, the end of the forecast period. The net position after appropriations is expected to be a surplus of \$0.26 million in 2017/18, \$0.65 million in 2018/19 and \$0.65 million in 2019/20. Reserve contributions are forecast to increase from \$0.81 million in 2017/18 to \$1.17 million in 2019/20. Food Services is expected to continue to generate surpluses which will be applied against their negative reserve. These assumptions are all subject to review once the RCM budget modelling has been completed and the new operating principles are confirmed.

Food Services - Increase of \$250,000

The enhanced meal plan design for dormitory students was introduced with significant success in fall of 2016. The expanded hours of operation, facility enhancements in addition to ‘all access anytime dining’ for either a 5 day or 7 day plan holder started in September. There was a significant improvement with survey data related to the customer experience and a positive financial return to the operating budget projected. The meal plan rates are increasing 3% inclusive of both dormitory and apartment plans. Despite some delays, the new location at Lazaridis Hall (Byte75) opened in the fall semester and planning has started for a new operation for the Peters building to open in 2018. Positive enrollment projections will enhance our opportunity for growth. The new contract extension includes a payment to WLU as a direct contribution to the accumulated deficit which is included in the forecast as revenue. All former debt service obligations through internal loans have been depreciated, with the new café debt service now added. Equipment renewal and repair and maintenance continues to be a financial concern however a reserve approach will be established with the levy that exists on meal plans for capital renewal. Over the past few years, capital repairs to facility or equipment have been allocated against other sources of funds (Cold Beverage commissions) due to the negative balance in the Reserve fund. For fiscal 2016/17 approximately \$47,500 was invested in significant repair and maintenance items.

One Card – Decrease of \$10,000

The OneCard office will be working closely with ICT and Physical Resources for the operational support related to the ‘chip card’ transition in the summer of 2017. This project will require additional labour for distribution of cards throughout the campus communities but a new web based software application has been launched which will enable incoming students to upload their own photo for the card, which may offset some labour required during the Orientation move in period. The acquisition of the new cards at a significantly higher per unit cost, influenced the creation of a COGS line in this budget to manage the inventory appropriately. This expense was previously captured within supplies, which was part of ‘other expenses’. The technical transition for door access along with continued removal of some less cost effective, out of date equipment, will continue to ease university investment in equipment costs. Ongoing exchange rate issues with US purchases will require careful review to adjust cost recovery of equipment and maintenance fees from end users. Staff will continue to explore opportunities for revenue growth in the concourse exhibit space and will continue to assist the Bookstore to market their special sales and promotions. Collaborative marketing efforts in 2017/18 to increase the exposure of the on campus opportunities across all ancillary areas will be a significant priority as a new form of loyalty program is finalized. Vending contracts are being reviewed as they reach their maturity which can also create new opportunities. The annual review of Brantford partners for renewal as well as potential new retail partners, will help build on the momentum we have in Brantford. The Brantford program has reached a level of maturity that will need to align with the strategic direction for Market Square and other campus developments as it relates to the level of food service available.

Conferences – Increase of \$8,000

This summer will be impacted as the university adapts to the next phase of the energy renewal (ESCO Project) that impacts both Bouckaert Hall and Conrad in phases. Work has begun to collaborate with other areas of the university to explore enhanced online registration capabilities as well as data base integration for bookings. Continued expansion of marketing efforts as a conference solution for any and all departments on campus as well as the wider business sector are significant priorities. A plan is being established for the anticipated conference and external group booking needs in Brantford.

Residence Waterloo – Increase of \$314,000

Revenue projections remain at 3% reflecting a standard increase across the province. Salary and benefits are projected to increase 3% inclusive of benefits and associated costs. The revenue increases are to keep pace with the climbing costs of expenses such as energy and other standard operating costs. Debt service remains constant and will continue as scheduled, mostly tied to the Bond Fund. A comprehensive residence master plan has been developed to propose strategies for future development and address some of the deferred maintenance issues. There will be significant investment in Capital projects (\$1.2M) drawing the resources from our capital reserve fund.

Residence Brantford – Increase of \$96,000

Revenue is projected to increase the same 3% as in Waterloo. Costs in Brantford should remain relatively constant; there is an increased strategy to mitigate empty beds by aggressively attracting non-first year students to offset capacity. The sub-let strategy of leasing one building to a private school in Brantford is not anticipated to be renewed. The debt service expense relates mostly to equipment and furnishings but also includes mortgage values for several buildings. Other expenses will experience a slight increase due to inflationary costs.

Bookstore – Decrease of \$131,000

Bookstore and Retail Services expects reductions in revenue to continue over the first two years of the forecast period before increasing in the 3rd year. Printed course materials are forecasted to continue to decline as a result of the trend towards digital offerings, recent copyright changes (allowing more freedom to print academic materials) and continued competition from online retailers and peer-to-peer exchanges. The continuous growth in digital delivery will weigh on textbook sales and margins over the foreseeable future. The Bookstore expects to see ongoing growth in digital materials and textbook rentals. There continues to be significant opportunity to increase the selection of general merchandise categories as we focus on meeting the lifestyle needs of our students.

Stationary and supplies has continued to increase with more potential for growth in office essentials sold through the ShopLaurier system. However, with continued campus wide budget pressures, internal purchases of computers and supplies procured through the Bookstore may see a slight reduction of spend.

Forecast growth and expanded sales in merchandise of clothing and gifts abates as the impact of the significant enrolment decline in 2013/14 concludes as these students graduate in the 2016/17 fiscal year. Confectionery offerings and student printing through the Brantford Hub will see modest increases.

The effect of decreased sales will be mitigated by a reduction in expenses such as labour and other operating expenses. Debt service costs will be reduced as a significant loan will be paid in 2017/18. In tandem, the Bookstore will review efficiencies for labour cost through the latter part of the forecast. Consistent positive operating results are expected to allow the Bookstore to provide continued, at some level, annual appropriations to the operating fund.

Parking – Increase of \$5,000

The Brantford and Waterloo campus budgets and forecasts have been combined and continue to be represented as a unified department. 2017/18 revenue increases reflect staff & faculty permit increases as per the negotiated collective agreements and proposed student permit rate increase of 6%. An additional Pay & Display visitor parking area will be available at Lazaridis Hall which is reflected in the Waterloo revenue increases. There is a slight decrease in revenue on the Brantford campus as permits for the City Parkade will be purchased directly from the City of Brantford, since these permits were sold on a cost recovery basis there is no effect on the bottom line. A minimal decrease in salary & benefits is due to the elimination of the information kiosk in August of 2016 and the student salaries required to support this service. Debt service is

forecasted to be stable for the next three years. Increased expenses are primarily a reflection of the costs associated with department service enhancements and increased costs for our leased parking areas. Parking lot reconstruction projects identified in the parking lot maintenance and rehabilitation plan will be funded from the capital reserve and any surplus from the budgeted contribution will remain in the capital reserve to be dedicated to future parking lot maintenance and development.

Printing & Copying Services – Decrease of \$107,000

Printing Services will evaluate print categories and efficiencies to improve profitability and its ability to contribute to the University as we continue to face challenges with the shift to digital resources. Revenues are projected to decline in 17/18 primarily in the course package category. To offset these declines, Printing Services is partnering with the Library on a Print on Demand Project, which will allow students to print digital resources in a customized printed course pack. There will be continued growth at The Hub and in the copier fleet with enhanced student services. Printing Services is expecting to see continued growth in wide-format printing and direct marketing/variable data material with increased recruitment efforts and campus events. Continued partnerships with outside vendors will allow Printing Services to remain lean and efficient through capacity planning. Overall expenses will be lower in 2017/18 due to the retirement of an internal loan. Printing Services is in a unique position in 2017/18, with the planned retirement of three team members under the (VRIP) program. This will result in increased salaries and an overall loss in 17/18 but provide an opportunity to re-evaluate our current operating model, staffing structure, pricing model and equipment. In 2018/19 and beyond Printing Services will return to a positive financial position.

Appropriations & Reserve Funds

The forecasted appropriations for 2017/18 consists of a \$100,000 transfer to on-line learning and a \$20,000 transfer to athletics from the Bookstore operations. Any additional surplus is allocated to a reserve fund for maintenance of existing capital stock and for future projects/growth. The only exceptions are Food Services where any surpluses will first be allocated to reducing the Unappropriated Ancillary Fund until such time as the surplus exceeds the Unappropriated Ancillary Fund balance.

Ancillary Reserves**Student Services Ancillaries**

	Actual 2015/16	Forecast 2016/2017			
Ancillary	Ending Bal.	Surplus/ (Deficit)	Contribution to Operating	Capital Renewal	Ending Bal.
Food Services (Unappropriated Reserve Fund)	(5,575)	12	-		(5,563)
One Card Reserve	398	19	-	68	349
Conferences Reserve	901	74	-		975
Residence Waterloo Reserve	1,503	222	-	510	1,215
Residence Brantford Reserve	551	(42)	-		509
Total	(2,222)	285	-	578	(2,515)

Finance & Operations Ancillaries

	Actual 2015/16	Forecast 2016/2017			
Ancillary	Ending Bal.	Surplus/ (Deficit)	Contribution to Operating	Capital Renewal	Ending Bal.
Bookstore Reserve	191	437	120	52	456
Parking Reserve	875	10	-	-	885
Printing Services Reserve	81	34	-	4	111
Total	1,147	481	120	56	1,451

Table C1: 3 Year Ancillary Fund Projected Budget Summary

In \$000's	2016/17 Budget	2017/18 Budget	2018/19 Forecast	2019/20 Forecast
Summary by Revenue and Expense Type				
Revenue	40,386	42,391	43,608	44,730
Cost of Goods Sold	10,083	9,725	9,722	9,951
Salaries and Benefits	8,550	8,968	8,937	9,058
Debt Service Expense	5,549	5,453	5,259	5,232
Other Expenses	15,436	17,056	17,803	18,546
Total Expenses	39,618	41,202	41,721	42,787
Net Surplus /(Deficit) Before Appropriations	766	1,191	1,886	1,943
Summary by Ancillary				
Food Services	12	262	649	654
One Card	19	9	15	30
Conferences	74	82	84	86
Residences-Waterloo	222	536	568	463
Residences-Brantford	(42)	54	177	190
Bookstore	437	306	286	320
Parking	10	15	19	10
Printing & Copying Services	34	(73)	88	190
Net Surplus /(Deficit) Before Appropriations	766	1,191	1,886	1,943
Appropriations				
Transfer to Operating Fund-General	0	0	0	0
-On Line Learning	(100)	(100)	(100)	(100)
-Athletics	(20)	(20)	(20)	(20)
Reserves				
Residence Capital Reserve	(180)	(590)	(745)	(653)
Parking Lot Reserve	(10)	(15)	(19)	(10)
Conference Capital Reserve	(74)	(82)	(84)	(86)
OneCard Capital Reserve	(19)	(9)	(15)	(30)
Bookstore Capital Reserve	(317)	(186)	(166)	(200)
Printing & Copy Services Capital Reserve	(34)	73	(88)	(190)
Total Appropriations and Transfers	(754)	(929)	(1,237)	(1,289)
Net Surplus (Deficit) after Appropriations	12	262	649	654
Estimated Unappropriated Ancillary Fund				
Opening Balance	(5,575) ¹	(5,563)	(5,301)	(4,652)
Closing Balance	(5,563) ²	(5,301)	(4,652)	(3,998)

¹ This represents the Food Services Deficit² Positive balances moved to Capital Reserves - this now represents the Food Services Deficit

Table C2: 3 Year Ancillary Fund Projected Budget Detail

In \$000's	2016/17 Budget	2017/18 Budget	% Chg F/(U)	2018/19 Forecast	% Chg F/(U)	2019/20 Forecast	% Chg F/(U)
Food Services							
Revenue	586	854	46%	1,264	48%	1,281	1%
Salaries and Benefits	264	266	(1)%	269	(1)%	272	(1)%
Debt Service Expense	17	30	(76)%	30	0%	30	0%
Other Expenses	292	295	(1)%	317	(7)%	325	(3)%
Food Services Total	12	262	2083%	649	148%	654	1%
One Card							
Revenue	494	490	(1)%	497	1%	502	1%
Cost of Goods Sold	1	67	(6600)%	73	(9)%	69	5%
Salaries and Benefits	324	330	(2)%	333	(1)%	339	(2)%
Other Expenses	150	84	44%	76	10%	65	14%
One Card Total	19	9	(53)%	15	67%	30	100%
Conferences							
Revenue	1,408	1,471	4%	1,509	3%	1,548	3%
Salaries and Benefits	352	359	(2)%	373	(4)%	391	(5)%
Other Expenses	981	1,031	(5)%	1,051	(2)%	1,071	(2)%
Conferences Total	74	82	11%	84	2%	86	2%
Residences-Waterloo							
Revenue	19,267	21,269	10%	21,907	3%	22,564	3%
Salaries and Benefits	4,112	4,284	(4)%	4,412	(3)%	4,545	(3)%
Debt Service Expense	4,464	4,464	0%	4,342	3%	4,342	0%
Other Expenses	10,469	11,985	(14)%	12,585	(5)%	13,214	(5)%
Residences-Waterloo Total	222	536	141%	568	6%	463	(18)%
Residences-Brantford							
Revenue	3,554	3,669	3%	3,779	3%	3,892	3%
Salaries and Benefits	667	657	1%	676	(3)%	697	(3)%
Debt Service Expense	899	899	0%	763	15%	735	4%
Other Expenses	2,030	2,059	(1)%	2,161	(5)%	2,270	(5)%
Residences-Brantford Total	(42)	54	229%	177	228%	190	7%
Bookstore							
Revenue	12,503	12,076	(3)%	12,057	(0)%	12,358	2%
Cost of Goods Sold	9,578	9,150	4%	9,135	0%	9,364	(3)%
Salaries and Benefits	1,779	1,914	(8)%	1,928	(1)%	1,958	(2)%
Debt Service Expense	97	34	65%	35	(3)%	36	(3)%
Other Expenses	612	673	(10)%	673	0%	680	(1)%
Bookstore Total	437	306	(30)%	286	(7)%	320	12%
Parking							
Revenue	1,239	1,258	2%	1,281	2%	1,266	(1)%
Salaries and Benefits	400	391	2%	400	(2)%	413	(3)%
Debt Service Expense	26	26	0%	26	0%	26	0%
Other Expenses	803	827	(3)%	837	(1)%	817	2%
Parking Total	10	15	50%	19	27%	10	(47)%
Printing & Copying Services							
Revenue	1,335	1,304	(2)%	1,314	1%	1,319	0%
Cost of Goods Sold	504	508	(1)%	514	(1)%	518	(1)%
Salaries and Benefits	652	767	(18)%	546	29%	443	19%
Debt Service Expense	46	0	100%	63		63	0%
Other Expenses	99	102	(3)%	103	(1)%	104	(1)%
Printing & Copying Services Total	34	(73)	(315)%	88	221%	190	116%
Total Surplus (Deficit) Before Appropriations:	766	1,191	36%	1,886	58%	1,943	3%
Total Appropriations	(754)	(929)		(1,237)		(1,289)	
Net Surplus (Deficit) after Appropriations	12	262	2083%	649	148%	654	1%

Part D – Real Estate Fund

Ezra/Bricker Apartments

In the spring of 2012, Laurier purchased a 798 bed student housing portfolio adjacent to the Waterloo campus. This portfolio is referred to as the Ezra-Bricker Apartments. The Apartments are managed by Campus Living Centres (CLC) which charges a management fee as a percentage of rental revenue. Rental revenue from the Apartments covers the entire principal and interest payments for the mortgage (properties are 100% financed) which will accrue \$1.65 million of equity for the university in the 2017/18 year (since the purchase of the Ezra/Bricker portfolio through to the end of 2016/17, the university will have accrued \$6.8 million in equity). In addition to covering the operating expenses and principal and interest payments, the revenue from the Apartments also offsets all of the Real Estate Administration costs. Any surplus generated from this operation is held in the capital reserve for the Ezra-Bricker Apartments.

During the 2017/18 year, capital expenditures will target building envelope repairs and improvements and end of life furnace replacements in some of the units.

Market Square Properties

The Market Square portfolio includes an indoor mall (Market Square), a parking lot and a small commercial building. It was acquired by Laurier in late 2014. Part of this acquisition was funded by external debt and part is funded by a 7.5 year rent abatement given to the City of Brantford for their leased space in Market Square. Master planning for the portfolio will be completed in the 2017/18 budget year. Once completed, efforts will begin to identify funding for renovations and to seek new tenants consistent with the master plan.

House Portfolio

The residential houses that have been acquired by Laurier over the years for land banking purposes were consolidated within the Real Estate fund in the 2014/15 year. In the 2017/18 year, there will be 21 houses within this portfolio. Renovations started in 2014/15 to bring the house portfolio up to the University's safety standards were largely completed in 2016/17 including fire safety and remediation of hazard substances, such as asbestos, mold and lead. These renovations are resulting in good leasing success as the houses are well-located and are now in good condition. In general, students prefer houses over high rise accommodations.

Real Estate Administration

The income from the Ezra-Bricker Apartments covers the costs for the Real Estate administration budget, including a 0.5 FTE Financial Analyst and a 0.5 FTE Real Estate Coordinator.

Contribution to Operating Fund

In the 2017/18 budget year, the Real Estate fund will be contributing \$70,000 to the Operating fund.

Table D1: 2017/18 Real Estate Fund Projected Budget Detail

In \$000's	2016/17 Budget	2017/18 Proposed
Ezra/Bricker Apartments		
Rental Revenue	5,058	5,037
Ancillary Revenue		111
Net Cash Rental Revenue	5,058	5,148
Operating Expenses	963	1,074
Internet Servicing		125
Management Fees	208	209
Net Income before debt service expense	3,887	3,739 ¹
Debt Service Expense		
Principal Portion	1,511	1,650
Interest Portion	1,871	1,724
Ezra/Bricker Apartments	505	365
House Properties		
Rental Revenue	611	686
Operating Expenses	261	276
Management Fees	22	24
Net Income before debt service expense	328	386
Internal Loans	273	273
House Properties	55	113 ²
Market Square Properties		
Rental Revenue	2,298	1,986 ³
Less: Prepaid Rent (acquisition costs)	745	745
Net Cash Rental Revenue	1,553	1,241
Operating Expenses	1,022	1,042
Management Fees	124	124
Net income before debt service expense	407	75
Debt Service Expense		
Principal Portion	217	224
Interest Portion	296	289
Market Square Properties	(106)	(438)
Real Estate Administration	(458)	(451)
Surplus (Deficit) Before Operating Fund Contribution	(4)	(410)
Contribution To Operating Fund	70	70
Net Surplus (Deficit) to/(from) Reserve Fund	(74)	(480)

¹ Constant downward pressure on rental rates and increased services required to secure tenants (e.g. internet) has impacted this portfolio. Security costs have increased by over 30% for coverage required during Homecoming, Halloween and St. Patrick's Day. Utility expenses have experienced a large increase in cost.

² House Properties - 51 Bricker added (bed count of 112). All house renovations are complete and full occupancy is possible with the exception of 61 Ezra and 16 Lodge due to unrecoverable property damage.

³ Budgeted revenue in 2016/17 assumed occupancy of the call center for a partial year which was not realized. Income for 2017/18 assumes call center rental income commences in February 2018.

Part E – Capital Plan

Overview

Capital spending can incorporate various types of expenditures such as construction projects, repairs and maintenance, property and building acquisitions, and various equipment purchases. Most equipment purchases are covered centrally and within departmental base budgets.

The 3-year capital plan includes projects that have been shared with the Board of Governors through the Building and Properties Committee. The inclusion of this capital plan is provided only for information, as specific major construction projects are approved on a project-by-project basis in accordance with the Board of Governor's approval process. The 3-year plan is summarized by those projects approved and under construction; approved but pre-design; and those pending approval that are conceptual or in the planning phase

Equipment – Annual Departmental Requirements

Equipment for academic, student support and administrative purposes may occur from time to time within departmental non-salary budgets. This would include minor equipment, furniture and furnishings, library books and periodicals, information technology (software/hardware) acquisitions and upgrades and minor repairs and renovations. These are approved annually through the operating budget. Similarly, equipment for Ancillary operations would be budgeted and approved annually in the Ancillary budget.

Equipment - Replacement and Renewal Fund

Beginning in 2011/12, a major equipment replacement and renewal fund from a central expense provision was established. This includes Information Computer Technology (ICT) hardware and software, academic equipment high equipment based faculties such as Science and Music and general academic furniture and equipment. The operating budget has a central expense provision of \$1,840,371 that is provided annually. The amount available for spending annually may vary depending on the opening reserve fund. This reserve fund is finalized after the year end results are completed. The following summarizes the annual provision for renewal and replacement:

ICT Infrastructure	\$600,000
ICT Software	245,000
ICT Classroom Technology (Waterloo)	142,371
ICT Classroom Technology (Brantford)	43,000
Desktop/Laptop	350,000
Teaching Labs	180,000
Music	100,000
Science	90,000
Academic Furniture	50,000
Library Equipment	40,000
	\$1,840,371

Major Repairs and Maintenance

Deferred maintenance expenditures, for most universities, continue to be a major challenge as aging buildings and infrastructure deteriorate. The amount of annual Facilities Renewal Funding (FRP) through the government is \$1,118,343 annually which was increased by \$373,843 from \$744,500 in 2016/17.

Property Acquisitions and Leased Properties

Currently all property acquisitions made during 2016/17 had been approved by the Board. Properties that have a revenue potential are internally financed to the extent of the potential future revenue stream. Any portion of the acquisition cost beyond this revenue potential was covered by this land banking allocation as well as any properties with no or limited revenue potential (e.g. warehouse/administrative space). All operating costs for new administrative property acquisitions, during the year, have been accounted for in the 2017/18 operating budget.

Major Construction Projects

Annually the Board has been provided with a three-year capital plan. The net cash outflows have been secured with the debt financing that was secured during 2012/13. The inclusion of a specific project in this plan (unless already Board approved) does not indicate that the project will proceed or that the cost estimate is final. All specific major construction projects are approved on a project-by-project basis in accordance with the Board of Governor's approval process.

Table E1 provides a detailed summary of the funding sources and expenditures by major project grouping as follows:

- 1) Approved – Under Construction includes those projects that have received Board approval and are currently under construction.
- 2) Concept/Planning Phase includes projects that have been shared with the Buildings & Property Committee and the Board that are conceptual in planning and design. These projects will not be presented to the Board for approval until such time that funding is identified and detailed design and costing has been completed.

Table E1: Three Year Forecast of Inflows/Outflows

	Total Project	Prior Years	2017/2018	2018/2019	2019/2020	Prior Year + 3 Yr Forecast
I) Approved - Under Construction						
Project Expenditures and Outflows						
Lazaridis Hall/Peters Ph2	103,700	88,800	14,900	-	-	103,700
YMCA Laurier Brantford	66,400	30,000	20,900	15,500	-	66,400
Science Teaching Labs	2,000	77	1,923	-	-	2,000
Laurier Energy Efficiency Project Ph #2 (LEEP)	15,000	-	10,875	4,125	-	15,000
Laurier Energy Efficiency Project Ph #3 (LEEP)	8,900	130	8,770	-	-	8,900
Noise Abatement (ministry regulation)	1,070	62	300	350	358	1,070
Total Project Expenditures and Outflows	197,070	119,069	57,668	19,975	358	196,000
Funding and Inflows						
Lazaridis Hall/Peters Ph2						
Funding - Prov - MTCU Grant	72,600	72,600				72,600
Donations - WLU Fundraising	10,500	9,866	423	336	161	10,786
Strategic Investment Fund (SIF) - Fed	9,929	2,482	4,965	2,482	-	9,929
External Debt	10,671	10,671	-	-	-	10,671
	103,700	95,619	5,388	2,818	161	103,986
YMCA Laurier Brantford						
Funding - Prov - OMAFRA	16,666	3,870	6,000	6,796	-	16,666
Funding - Fed - BCF	16,700	5,200	6,444	5,056	-	16,700
City of Brantford	5,210	521	521	521	521	2,084
YMCA	13,912	4,221	5,500	4,200		13,921
WLU - Long Term Debt	5,812	5,812	-	-	-	5,812
WLU - Student Fees	3,600	784	250	250	250	1,534
WLU Fundraising	4,500	1,940	500	500	500	3,440
	66,400	22,348	19,215	17,323	1,271	60,157
Science Teaching Labs						
MTCU Graduate Capital Grant	2,000	2,000	-	-	-	2,000
Laurier Energy Efficiency Project (LEEP) Ph #2						
External Debt	15,000	15,000	-	-	-	15,000
Laurier Energy Efficiency Project (LEEP) Ph #3						
Strategic Initiative Fund (SIF)	4,450	1,113	2,225	1,112	-	4,450
Ministry of Advanced Education and Skills Development	2,225	1,116	1,109	-	-	2,225
External Debt	2,225	2,225	-	-	-	2,225
	8,900	4,454	3,334	1,112	-	8,900
Noise Abatement (ministry regulation)						
Appropriations	1,070	62	300	350	358	1,070
Total Funding and Inflows	197,070	139,483	28,237	21,603	1,790	191,113
Net Project Inflows/Outflows						
Lazaridis Hall/Peters Ph2	-	6,819	(9,512)	2,818	161	286
YMCA Laurier Brantford	-	(7,652)	(1,685)	1,823	1,271	(6,243)
Science Teaching Labs	-	1,923	(1,923)	-	-	-
Laurier Energy Efficiency Project (LEEP) Ph #2	-	15,000	(10,875)	(4,125)	-	-
Laurier Energy Efficiency Project (LEEP) Ph #3	-	4,324	(5,436)	1,112	-	-
Noise Abatement (ministry regulation)	-	-	-	-	-	-
Net Project Inflows/Outflows	-	20,414	(29,431)	1,628	1,432	(5,957)

	Total Project	Prior Years	2017/2018	2018/2019	2019/2020	Prior Year + 3 Yr Forecast
II) Concept / Planning Phase						
<u>Capital Projects (Concepts)</u>						
Science Building Waterloo	63,600	-	-	20,900	42,700	63,600
Faculty of Music: Leadership Centre for Music Preparation, Performance, and Partnership (LCMPPP)	25,000	-	-	900	24,100	25,000
Waterloo Campus Library, Learning & Cultural Commons (LLCC)	65,000	-	-	4,900	60,100	65,000
Brantford Campus Library and Learning Commons & 1 Market Sq.	84,700	-	-	5,000	79,700	84,700
Waterloo District School Board-WLU-City Partnership- Northdale	20,400	-	-	-	20,400	20,400
Laurier Energy Efficiency Project Ph #3B (LEEP)	21,100	-	450	9,960	10,690	21,100
<u>Space Planning Projects</u>						
King St. Redevelopment	1,040	-	340	700	-	1,040
32 Market St.	2,080	-	-	-	2,080	2,080
45 Market St.	1,040	-	-	-	1,040	1,040
Schlegel Bldg. & 202 Regina Alterations & Campus Relocations	3,500	-	2,700	800	-	3,500
Concept/Planning Phase	287,460	-	3,490	43,160	240,810	287,460

Appendix I: ACRONYMS used in Budget Document

Acronym	Description
ATB	Across the Board
ACUNS	Academic Council on the United Nations System
BCF	Building Canada Fund
BIU	Basic Income Unit
CAS	Contract Academic Staff
CLC	Campus Living Centres
CPA	Chartered Professional Accountant
CPAM	Communications, Public Affairs & Marketing
CRA	Canada Revenue Agency
COG	Core Operating Grant
COGS	Cost of Goods Sold
CUPE	Canadian Union of Public Employees
ESCO	An Energy Savings Company
F&I	Finance & Investments
FHSS	Faculty of Human and Social Sciences
FRP	Facilities Renewal Program
FTE	Full-Time Equivalent
FFTE	Fiscal Full-Time Equivalent
GNWT	Government of the Northwest Territories
HSS	Human Social Sciences
ICT	Information and Communications Technologies
ISR	International Student Recovery
LCMPPP	Leadership Centre for Music Preparation, Performance, and Partnership
LEAF	Laurier English and Academic Foundation
LEEP	Laurier Energy Efficiency Project
LLCC	Library, Learning & Cultural Commons
LTD	Long Term Debt
MAESD	Ministry of Advanced Education and Skills Development
MBA	Master of Business Administration
MTCU	Ministry of Training Colleges & Universities
NASM	Net Assignable Square Metres
OCUL	Ontario Council of University Libraries
OMAFRA	Ontario Ministry of Agriculture, Food & Rural Affairs
OPEB	Other Post-employment benefits
OSSTF	Ontario Secondary School Teachers' Federation
OTO	One Time Only
RCM	Responsibility Centre Management
SEM	Strategic Enrolment Management
SCS	Special Constable Service
SEO	Senior Executive Officer
SHERM	Safety, Health, Environment and Risk Management
SIF	Strategic Investment Fund
SIPG	School of International Policy and Governance
SMA	Strategic Mandate Agreement
SPA	Special Pension Arrangement
TA	Teaching Assistantships
TSA	Tuition Set Aside
UG	Undergraduate

VP	Vice-President
VRIP	Voluntary Retirement Incentive Program
WGU	Weighted Grant Units
WLU	Wilfrid Laurier University
WLUFA	Wilfrid Laurier University Faculty Association
WLUSA	Wilfrid Laurier University Staff Association