



# ST. CLAIR

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COLLEGE

**TO: THE BOARD OF GOVERNORS**

**FROM: PATRICIA FRANCE, PRESIDENT**

**DATE: MARCH 27, 2018**

**RE: 2018-2019 FINANCIAL PLAN REPORT**

**SECTOR: STUDENT SERVICES & ADMINISTRATION**  
**DOLPH BARSANTI, VICE PRESIDENT**

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**AIM:**

To obtain Board approval for the 2018-2019 Financial Plan Report.

**BACKGROUND:**

The proposed 2018-2019 Financial Plan Report incorporates the following financial information:

1. Budget Income Statement
2. Balance Sheet
3. Non-Committed Cash Projection
4. Financial Sustainability Metrics

**RECOMMENDATION:**

IT IS RECOMMENDED THAT the Board of Governors approve the 2018-2019 Financial Plan Report.

# **ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY**

## **2018-2019 FINANCIAL PLAN REPORT**

**Marc Jones  
Chief Financial Officer**

**March 27, 2018**

## **BUDGET INCOME STATEMENT**

### **EXECUTIVE SUMMARY (Schedule I)**

The purpose of the Financial Plan Report is to highlight the operating plan for the next fiscal year to the Board of Governors. The Financial Plan Report is consistent with the operational requirements and capital expenditures framework of the current Strategic Directions.

The Mid-Year Review 2017-18 budget approved by the Board on December 5, 2017 provided for a surplus position of \$5,194,000. The Budget Income Statement 2018-19 is projecting a surplus of \$2,674,000, representing a decrease of \$2,520,000 over the Mid-Year Review 2017-18 budget.

The projection for total operating and ancillary revenue for 2018-19 is \$177,368,000, representing an increase of \$38,132,000 or 27.4% over the Mid-Year Review 2017-18 budget of \$139,236,000.

The projection for total operating and ancillary expenditures for 2018-19 is \$174,694,000 representing an increase of \$40,652,000 or 30.3% over the Mid-Year Review 2017-18 budget of \$134,042,000.

### **CHANGES TO REVENUE (Schedule II)**

The following highlights the major changes in revenue compared to the Mid-Year Review 2017-18 budget:

- Total MAESD Operating Grants decreased by \$620,000 or 1.3% of the Mid-Year Review 2017-18 budget primarily due to the following:
  - Increase in the International Student Recovery from the MAESD resulting in a decrease in revenue of \$2,615,000. This decrease in revenue is due to the significant enrollment growth associated with international students.
  - Decrease in funding of \$1,000,000 from not receiving a one-time sustainability grant.
  - Increase in funding from an anticipated one-time grant to support quality programs and student outcomes of \$3,000,000.

- Total Contract Income decreased by \$453,000 or 3.4% of the Mid-Year Review 2017-18 budget due to the following.
  - Decrease in program funding for Apprenticeship and Literacy Basic Skills.
  - Wind-up of the Experience Ontario program.
  - Increase in program funding for the School College Work Initiative program.
  
- Total Tuition revenue increased by \$36,763,000 or 81.5% of the Mid-Year Review 2017-18 budget due to the following:
  - Increase in international tuition revenue of \$38,716,000 or 269.2% based on an enrollment projection of 4,298 international students. This is a planned increase of 291% or 3,198 students from the Day 10 Fall 2017 enrollment, and includes an average tuition fee increase of 3%.
  - Decrease in domestic post-secondary tuition revenue of \$1,500,000 or 5.4%, based on an enrollment projection of 7,600 domestic students. This is a planned reduction of 4.7% or 375 students from the Day 10 Fall 2017 enrollment, and includes an average tuition fee increase of 3%.
  
- Total “Other” income increased by \$2,018,000 or 9.1% of the Mid-Year Review 2017-18 budget due to the following:
  - Increase in revenue from International projects of \$420,000 or 37.5%. This is primarily due to higher international application service fees resulting from increased international student enrollment.
  - Increase in revenue from the amortization of deferred capital contributions of \$529,000 or 12%. This relates to the furniture, fixtures and equipment purchased with government funding for several major capital projects (e.g. SIF projects) undertaken in 2017-18, which will begin to be amortized.
  - Increase in divisional income of \$1,320,000 or 20.4%. This is primarily due to higher international health insurance plan fees resulting from increased international student enrollment.

Please note that there are no changes to Acumen revenue. The MAESD has directed the College to wind down its collaboration with its private international delivery partner with a final intake in September 2019, while ensuring the Fall 2018 enrollment does not exceed Winter 2017 levels (1,450).

### **CHANGES TO EXPENDITURES (Schedule III)**

The following highlights the major changes in expenditures compared to the Mid-Year Review 2017-18 budget:

- Total Salaries & Benefits increased by \$22,603,000 or 28.5% of the Mid-Year Review 2017-18 budget due to the following:
  - Increase in Administrative Full-Time salaries: \$506,000
  - Increase in Faculty Full-Time salaries: \$2,015,000
  - Increase in Faculty Part-Time salaries: \$12,811,000
  - Increase in Support Full-Time salaries: \$429,000
  - Increase in Support Part-Time salaries: \$2,319,000
  - Increase in Fringe Benefits of \$4,433,000 due to the above salary increases and rising benefit costs.
- Total Non-Salary Expenditures increased by \$17,777,000 or 38.5% of the Mid-Year Review 2017-18 budget is primarily due to the following:
  - Increase in Contracted Cleaning: \$296,000
  - Increase in Contracted Educational Services: \$321,000
  - Increase in Contracted Services Other: \$13,357,000
  - Increase in Insurance: \$1,183,000
  - Decrease in Stipends & Allowances: \$377,000
  - Increase in Other Expense: \$840,000
  - Increase in Amortization Expense: \$1,041,000

### **CHANGES IN ANCILLARY OPERATIONS (Schedules IV - A & B)**

Overall, Ancillary revenues and expenditures increased by \$424,000 and \$272,000 respectively, from the Mid-Year Review 2017-18 budget due to the following:

- Increase in activity at the St. Clair Centre for the Arts.
- Increase in Parking Lot revenues due to increases in prices of parking permits.

## **KEY ASSUMPTIONS FOR TWO YEAR FORECAST**

It was previously communicated to the Board of Governors that Administration would include a two year forecast for its 2018-19 budget. The two year forecast is included in the Statement of Operations, Schedules I to IV. The following are the key assumptions used to create the two year forecast:

- Revenues:
  - MAESD Operating Grants mostly remain consistent, except for the International Student Recovery grant which increases with higher international student enrollment.
  - Contract Income remains consistent.
  - Total Tuition changes as follows:
    - Decreasing domestic tuition to reflect declining enrollment as reported in the College's Strategic Mandate Agreement.
    - Increasing international tuition to reflect the College's international student strategy.
  - Other Income decreases to reflect the wind down of the College's partnership with Acumen.
  - Ancillary revenues mostly remain consistent.
- Expenditures:
  - Total Salaries and Benefits increase due to compensation adjustments, collective bargaining agreement settlements, increased staffing to meet higher enrollment, and rising benefit costs.
  - Non-Salary expenditures increase due to inflation, Bill 148, and agent commissions to support international recruitment.
  - Ancillary expenditures mostly remain consistent.

## SCHEDULE I

St. Clair College of Applied Arts and Technology Summary: 2018-19 (\$ in 000's)					
	<i>A</i> <i>MYR</i> <i>Income</i> <i>Statement</i> <i>2017/18</i> <i>\$</i>	<i>B</i> <i>Budget</i> <i>Income</i> <i>Statement</i> <i>2018/19</i> <i>\$</i>	<i>B - A</i> <i>Variance</i> <i>\$</i>	<i>Forecast</i>	
				<i>Income</i> <i>Statement</i> <i>2019/20</i> <i>\$</i>	<i>Income</i> <i>Statement</i> <i>2020/21</i> <i>\$</i>
<b><u>REVENUE</u></b>					
MAESD Operating Grants	48,881	48,261	(620)	43,547	43,493
Contract Income	13,282	12,829	(453)	11,998	11,868
Tuition	45,098	81,861	36,763	99,015	100,587
Other	22,074	24,092	2,018	21,536	18,437
Total Operating Revenue	129,335	167,043	37,708	176,096	174,386
Total Ancillary Revenue	9,901	10,325	424	10,357	10,509
<b>TOTAL: REVENUE</b>	<b>139,236</b>	<b>177,368</b>	<b>38,132</b>	<b>186,453</b>	<b>184,895</b>
<b><u>EXPENDITURES</u></b>					
Salaries & Benefits	79,186	101,789	22,603	103,307	105,014
Non-Salary Expenditures	46,224	64,001	17,777	72,393	73,806
Total Operating Expenditures	125,410	165,790	40,380	175,700	178,820
Total Ancillary Expenditures	8,632	8,904	272	9,048	9,195
<b>TOTAL EXPENDITURES</b>	<b>134,042</b>	<b>174,694</b>	<b>40,652</b>	<b>184,748</b>	<b>188,015</b>
<b>SURPLUS / (DEFICIT)</b>	<b>5,194</b>	<b>2,674</b>	<b>(2,520)</b>	<b>1,705</b>	<b>(3,121)</b>

## SCHEDULE II

St. Clair College of Applied Arts and Technology Revenue: 2018-19 (\$ in 000's)						
	<b>A MYR Income Statement 2017/18 \$</b>	<b>B Budget Income Statement 2018/19 \$</b>	<b>B - A Variance \$</b>		<b>Forecast</b>	
					<b>Income Statement 2019/20 \$</b>	<b>Income Statement 2020/21 \$</b>
<b>REVENUE</b>						
Enrollment Based Envelope: see note 1	43,825	43,825	-		43,325	43,325
Differentiation Envelope: see note 2	2,037	2,037	-		2,037	2,037
Other MAESD Grants and Recoveries: see note 3	3,019	2,399	(620)		(1,815)	(1,869)
<b>Total MAESD Operating Grants</b>	<b>48,881</b>	<b>48,261</b>	<b>(620)</b>	<b>-1.3%</b>	43,547	43,493
Apprenticeship	3,766	3,335	(431)		2,835	2,807
Canada Ontario Jobs Grant	703	703	-		703	703
Employment Ontario	3,057	3,057	-		3,057	3,057
Youth Job Connection	1,344	1,344	-		1,344	1,344
Literacy & Basic Skills	1,331	1,226	(105)		1,226	1,226
School College Work Initiative	1,460	1,870	410		1,870	1,870
Second Career	600	540	(60)		405	304
Other: see note 4	1,021	754	(267)		558	558
<b>Total Contract Income</b>	<b>13,282</b>	<b>12,829</b>	<b>(453)</b>	<b>-3.4%</b>	11,998	11,868
Post Secondary	28,000	26,500	(1,500)		25,970	25,451
International	14,380	53,096	38,716		70,812	72,936
Continuing Education	2,618	2,165	(453)		2,133	2,101
Tuition Short	100	100	-		100	100
<b>Total Tuition</b>	<b>45,098</b>	<b>81,861</b>	36,763	<b>81.5%</b>	99,015	100,587
Investment Income	275	300	25		400	450
Contract Training	740	711	(29)		722	732
International Projects	1,120	1,540	420		1,540	1,540
Acumen	7,000	7,000	0		4,000	500
Other: see note 5	1,071	824	(247)		824	824
Technology Access Fee	1,000	1,000	-		1,000	1,000
Divisional Income	6,458	7,778	1,320		8,011	8,252
Amortization DCC	4,410	4,939	529		5,039	5,139
<b>Total Other</b>	<b>22,074</b>	<b>24,092</b>	2,018	<b>9.1%</b>	21,536	18,437
<b>Total Revenue Before Ancillary</b>	<b>129,335</b>	<b>167,043</b>	37,708	<b>29.2%</b>	176,096	174,386
<b>Ancillary Revenue</b>	<b>9,901</b>	<b>10,325</b>	424	<b>4.3%</b>	10,357	10,509
<b>TOTAL REVENUE</b>	<b>139,236</b>	<b>177,368</b>	38,132	<b>27.4%</b>	186,453	184,895



**SCHEDULE III**

St. Clair College of Applied Arts and Technology Expenditures: 2018-19 (\$ in 000's)						
	<i>A</i> <i>MYR</i> <i>Income</i> <i>Statement</i> <i>2017/18</i> \$	<i>B</i> <i>Budget</i> <i>Income</i> <i>Statement</i> <i>2018/19</i> \$	<i>B - A</i> <i>Variance</i> \$		<i>Forecast</i>	
					<i>Income</i> <i>Statement</i> <i>2019/20</i> \$	<i>Income</i> <i>Statement</i> <i>2020/21</i> \$
<b>EXPENDITURES</b>						
Salaries: Administrative Full Time	6,103	6,609	506		6,945	7,281
Salaries: Administrative Part Time	712	802	90		810	818
Salaries: Faculty Full Time	28,785	30,800	2,015		31,108	31,419
Salaries: Faculty Part Time	10,297	23,108	12,811		23,339	23,572
Salaries: Support Full Time	15,128	15,557	429		15,648	15,739
Salaries: Support Part Time	4,270	6,589	2,319		6,655	6,721
Fringe Benefits	13,891	18,324	4,433		18,802	19,463
<b>Total Salaries &amp; Benefits</b>	<b>79,186</b>	<b>101,789</b>	22,603	<b>28.5%</b>	103,307	105,014
Advertising & Promotion	1,968	2,100	132		2,111	2,121
Contracted Cleaning Service	2,420	2,716	296		2,931	3,001
Contracted Educational Services	1,232	1,553	321		1,576	1,600
Contracted Services Other	4,134	17,491	13,357		24,989	25,739
Equipment Maintenance & Repairs	1,923	2,156	233		2,208	2,261
Equipment Rentals	3,316	3,343	27		3,423	3,505
Instructional Supplies	3,788	4,042	254		4,103	4,164
Insurance	1,251	2,434	1,183		2,552	2,624
Janitorial & Maintenance Supplies	797	685	(112)		701	718
Memberships & Dues	525	564	39		578	591
Municipal Taxes	669	665	(4)		672	678
Office Supplies	642	672	30		688	705
Premise Rental	758	716	(42)		626	641
Professional Development	534	552	18		537	544
Security Services	1,462	1,632	170		1,746	1,788
Stipends & Allowances	2,093	1,716	(377)		1,716	1,716
Student Assistance 30% Tuition	1,730	1,882	152		1,844	1,807
Travel	1,159	1,278	119		1,309	1,340
Utilities	5,191	5,291	100		5,448	5,502
Other: see note 6	3,689	4,529	840		4,552	4,574
Sub-total	<b>39,281</b>	<b>56,017</b>	16,736	<b>42.6%</b>	64,309	65,622
Amortization	6,943	7,984	1,041		8,084	8,184
<b>Total Non-Salary Expenditures</b>	<b>46,224</b>	<b>64,001</b>	17,777	<b>38.5%</b>	72,393	73,806
<b>Total Operating Expenditures</b>	<b>125,410</b>	<b>165,790</b>	40,380	<b>32.2%</b>	175,700	178,820
<b>Ancillary Expenditures</b>	<b>8,632</b>	<b>8,904</b>	272	<b>3.2%</b>	9,048	9,195
<b>TOTAL EXPENDITURES</b>	<b>134,042</b>	<b>174,694</b>	40,652	<b>30.3%</b>	184,748	188,015

**SCHEDULE IV A**

**St. Clair College of Applied Arts and Technology  
Ancillary Operations: 2018-19  
(\$ in 000's)**

	<i>A</i>	<i>B</i>	<i>B - A</i>		<i>Forecast</i>	
	<i>MYR</i>	<i>Budget</i>	<i>Variance</i>		<i>2019/20</i>	<i>2020/21</i>
	<i>2017/18</i>	<i>2018/19</i>				
	\$	\$	\$		\$	\$
<b><u>Ancillary: Revenue</u></b>						
Beverage Supplier	50	50	-		50	50
Bookstore - Windsor & Thames	320	300	(20)		285	271
Cafeteria - South Campus	38	30	(8)		30	30
Cafeteria - Thames Campus	64	-	(64)		-	-
Green Giants	135	145	10		145	145
IRTCD Special Events	200	150	(50)		150	150
Lockers Administration	54	54	-		54	54
Parking Lots	1,440	1,771	331		1,697	1,740
Residence	2,755	2,755	-		2,783	2,810
Saints Store	52	52	-		52	52
St. Clair Centre for the Arts	3,718	3,893	175		3,986	4,082
Varsity Sports - Windsor	775	825	50		825	825
Woodland Hills Golf Course	300	300	-		300	300
<b>Total Revenue</b>	<b>9,901</b>	<b>10,325</b>	<b>424</b>	<b>4.3%</b>	<b>10,357</b>	<b>10,509</b>
<b><u>Ancillary: Expenditures</u></b>						
Cafeteria - Thames Campus	54	-	(54)		-	-
Green Giants	134	145	11		145	145
IRTCD Special Events	120	70	(50)		70	70
Parking Lots	1,031	1,041	10		1,066	1,092
Residence	2,447	2,447	-		2,474	2,502
Saints Store	35	35	-		35	35
St. Clair Centre for the Arts	3,538	3,813	275		3,905	3,998
Varsity Sports - Windsor	975	1,053	78		1,053	1,053
Woodland Hills Golf Course	298	300	2		300	300
<b>Total Expenditures</b>	<b>8,632</b>	<b>8,904</b>	<b>272</b>	<b>3.2%</b>	<b>9,048</b>	<b>9,195</b>

**SCHEDULE IV B**

<b>St. Clair College of Applied Arts and Technology Ancillary Operations: 2018-19 (\$ in 000's)</b>				
	<b>A</b>	<b>B</b>	<b>Forecast</b>	
	<b>MYR 2017/18 \$</b>	<b>Budget 2018/19 \$</b>	<b>2019/20 \$</b>	<b>2020/21 \$</b>
Beverage Supplier: Revenue	50	50	50	50
Bookstore - Windsor & Thames: Revenue	320	300	285	271
Cafeteria - South Campus: Revenue	38	30	30	30
Cafeteria - Thames Campus: Revenue	64	-	-	-
Cafeteria - Thames Campus: Expenditures	54	-	-	-
	<b>10</b>	<b>-</b>	<b>-</b>	<b>-</b>
Green Giants: Revenue	135	145	145	145
Green Giants: Expenditures	134	145	145	145
	<b>1</b>	<b>-</b>	<b>-</b>	<b>-</b>
Lockers Administration: Revenue	54	54	54	54
IRTCD Special Events: Revenue	200	150	150	150
IRTCD Special Events: Expenditures	120	70	70	70
	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>
Parking Lots: Revenue	1,440	1,771	1,697	1,740
Parking Lots: Expenditures	1,031	1,041	1,066	1,092
	<b>409</b>	<b>730</b>	<b>631</b>	<b>648</b>
Residence: Revenue	2,755	2,755	2,783	2,810
Residence: Expenditures	2,447	2,447	2,474	2,502
	<b>308</b>	<b>308</b>	<b>308</b>	<b>308</b>
Saints Store: Revenue	52	52	52	52
Saints Store: Expenditures	35	35	35	35
	<b>17</b>	<b>17</b>	<b>17</b>	<b>17</b>
St. Clair Centre for the Arts: Revenue	3,718	3,893	3,986	4,082
St. Clair Centre for the Arts: Expenditures	3,538	3,813	3,905	3,998
	<b>180</b>	<b>80</b>	<b>82</b>	<b>84</b>
Varsity Sports - Windsor: Revenue	775	825	825	825
Varsity Sports - Windsor: Expenditures	975	1,053	1,053	1,053
	<b>(200)</b>	<b>(228)</b>	<b>(228)</b>	<b>(228)</b>
Woodland Hills Golf Course: Revenue	300	300	300	300
Woodland Hills Golf Course: Expenditures	298	300	300	300
	<b>2</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Revenue</b>	<b>9,901</b>	<b>10,325</b>	<b>10,357</b>	<b>10,509</b>
<b>Total Expenditures</b>	<b>8,632</b>	<b>8,904</b>	<b>9,048</b>	<b>9,195</b>
<b>Surplus</b>	<b>1,269</b>	<b>1,421</b>	<b>1,309</b>	<b>1,314</b>

## **Notes: Revenue & Expenditures**

**Note 1** **REVENUE: Enrollment Based Envelope**

Operating Grant - Base Funding  
Clinical Education  
Growth Grant

**Note 2** **REVENUE: Differentiation Envelope**

GPOG Holdback  
Performance Funding (KPI)

**Note 3** **REVENUE: Other MAESD Grants**

Accessibility Funding for Disabled Students  
Collaborative Nursing  
International Student Recovery  
Municipal Taxes  
Mental Health Worker and Services  
One-Time Funding

**Note 4** **REVENUE: Other**

Aboriginal Counselor  
Experience Ontario  
Reporting Entities Project  
Summer Experience  
Women Campus Safety  
WSIB  
Youth Job Link  
Career Ready Fund

**Note 5** **REVENUE: Other**

Apprenticeship Classroom Fees  
Graduation Fees  
Miscellaneous Income  
Termination Gratuity Fees  
Unrestricted Donations  
CT In-Service Teacher Training

**Note 6** **EXPENDITURES: Other**

Audit Fees  
Bad Debt Expense  
Bank Charges  
Building Repairs & Maintenance  
College Compensation & Appointments Council  
Food Expense  
Field Studies  
Grounds Maintenance  
Learning Resource Material  
Long Term Debt - Interest  
Non-Capital Expenditures  
Postage  
Professional Fees  
Staff Employment  
Student Scholarships: International & Athletics  
Support Allowance: LBS & Employment Services  
Telephone  
Vehicle Expense

## **BALANCE SHEET**

The intent of this report is to provide the Board with a forecast of our 2018-19 financial position at the end of the College's fiscal year in regards to Assets, Liabilities and Net Assets, based on information known when the budget was developed.

# Balance Sheet

	5-Dec-17	27-Mar-18
	MAESD	Budget
	as at	as at
	March 31, 2018	March 31, 2019
<b>1 Assets</b>	<b>217,114,418</b>	<b>245,251,955</b>
11 Cash and Cash Equivalents	30,206,965	42,893,722
12 Accounts Receivable	9,361,516	9,361,516
14 Other Current Assets	1,971,742	1,971,742
15 CIP	10,112	10,010,112
<b>16 Tangible Capital Assets</b>	<b>309,182,207</b>	<b>322,617,332</b>
161 Land	7,058,485	7,058,485
162 Site Improvements	11,932,296	18,068,059
163 Building	212,361,125	216,640,125
164 Furniture and Equipment	76,560,526	79,580,888
165 IT	1	1
169 Other TCA	1,269,774	1,269,774
<b>17 Tangible Capital Asset Accumulated</b>	<b>(143,194,852)</b>	<b>(151,179,197)</b>
172 AA Site Improvements	(6,694,151)	(7,347,292)
173 AA Building	(65,604,047)	(70,469,838)
174 AA Furniture and Equipment	(69,626,880)	(72,090,693)
179 AA Other TCA	(1,269,774)	(1,271,374)
18 Long Term Receivable	-	-
19 Investments and Other Long term Assets	9,576,728	9,576,728
<b>2 Liabilities</b>	<b>164,388,835</b>	<b>189,829,794</b>
21 Bank Indebtedness	-	-
<b>22 Accounts Payable and Accrued Liabilities</b>	<b>15,836,866</b>	<b>15,942,206</b>
221 Accounts Payable and Accrued Liabilities	14,079,029	14,079,029
222 Accrued Interest	33,215	33,215
223 Current Portion of Long term liabilities	1,724,622	1,829,962

	5-Dec-17	27-Mar-18
	MAESD	Budget
	as at	as at
	March 31, 2018	March 31, 2019
<b>23 Deferred Revenue</b>	<b>11,029,849</b>	<b>15,199,124</b>
231 <i>Deferred Revenue</i>	2,888,000	2,888,000
232 <i>Deferred Tuition Revenue</i>	8,141,849	12,311,124
<b>24 Restricted Contribution</b>	<b>1,057,016</b>	<b>1,057,016</b>
<b>25 Deferred Capital Contributions</b>	<b>119,519,328</b>	<b>122,515,634</b>
<b>26 Capital Lease</b>	-	-
<b>27 Debt</b>	<b>12,863,776</b>	<b>31,033,814</b>
<b>29 Other Long Term Liabilities</b>	<b>4,082,000</b>	<b>4,082,000</b>
<b>3 Net Assets</b>	<b>52,725,583</b>	<b>55,422,161</b>
<b>31 Unrestricted Net Assets</b>	<b>16,078,997</b>	<b>18,753,121</b>
<b>32 Internally Restricted Net Assets</b>	<b>1,000,000</b>	<b>1,000,000</b>
<b>33 Investment in Capital Assets</b>	<b>26,860,222</b>	<b>26,860,222</b>
<b>36 Restricted Contributions</b>	-	-
<b>37 Endowments</b>	<b>8,786,364</b>	<b>8,808,818</b>
<b>38 Accumulated Re-measurement Gain &amp; Losses</b>	-	-
<b>Assets - Liabilities - Net Assets</b>	-	-

## **NON-COMMITTED CASH PROJECTION**

The intent of this report is to provide the Board with an indication of our 2018-19 non-committed cash surplus position at the end of the College's fiscal year. The report also identifies the capital projects that are funded from operating funds.



# Non-Committed Cash Projection

(\$ in 000's)

	<b><u>MYR</u></b> <b><u>2017/18</u></b>	<b><u>Budget</u></b> <b><u>2018/19</u></b>	<b><u>Variance</u></b>
<b>Unrestricted Net Assets, Prior Year <sup>(1)</sup></b>	<b>\$11,856</b>	<b>\$17,079</b>	<b>\$5,223</b>
<b>Operating</b>			
Budget Surplus	\$5,194	\$2,675	(\$2,519)
Amortization (net)	\$2,533	\$3,045	512
<b>Adjusted Budget Surplus</b>	<b>\$7,727</b>	<b>\$5,720</b>	<b>(\$2,007)</b>
<b>Capital</b>			
Grant Revenues	\$7,221	\$6,136	(\$1,085)
Grant Expenditures	(\$7,221)	(\$6,136)	\$1,085
Funded by Operating (Reserves)	(\$5,600)	(\$25,500)	(\$19,900)
<b>Net Outlay for Capital</b>	<b>(\$5,600)</b>	<b>(\$25,500)</b>	<b>(\$19,900)</b>
<b>Debt</b>			
Repayment of Long-Term Debt	(\$2,213)	(\$1,725)	\$488
Proceeds from Long-Term Debt	\$0	\$20,000	\$20,000
<b>Net Change in Long-Term Debt</b>	<b>(\$2,213)</b>	<b>\$18,275</b>	<b>\$20,488</b>
<b>iii. Other:</b>			
Board Reserve	(\$1,000)	(\$1,000)	\$0
<b>Net Change in Other</b>	<b>(\$1,000)</b>	<b>(\$1,000)</b>	<b>\$0</b>
<b>Unrestricted Net Assets, End of Year <sup>(1)</sup></b>	<b>\$10,770</b>	<b>\$14,574</b>	<b>\$3,804</b>
<b>Unrestricted Net Assets Adjustment <sup>(1)</sup></b>	<b>(\$5,004)</b>	<b>(\$6,984)</b>	<b>(\$1,980)</b>
<b>Non-Committed Cash Projection <sup>(1)</sup></b>	<b>\$5,766</b>	<b>\$7,590</b>	<b>\$1,824</b>

<sup>(1)</sup> The College uses its unrestricted net assets balance from the prior fiscal year-end (after post-employment and vacation pay adjustments), as a planning benchmark for projecting non-committed cash. Adjustments by management are made to the projected unrestricted net assets balance to account for other estimates and assumptions for reported asset and liability amounts (i.e. collectability of student receivables).

## **FINANCIAL SUSTAINABILITY METRICS**

The intent of this report is to provide the Board with an estimate of the 2018-19 MAESD Financial Indicators (as identified within the Strategic Mandate Agreement) based on information known when the budget was developed.

## Financial Sustainability Metrics

		<u>Actual</u> <u>3/31/2017</u>	<u>Estimate</u> <u>3/31/2018</u>	<u>Estimate</u> <u>3/31/2019</u>
Annual Surplus / Deficit	greater than \$0	\$ 7,877,057	\$ 5,193,252	\$ 2,674,124
Accumulated Surplus / Deficit	greater than \$0	\$ 38,745,967	\$ 43,939,219	\$ 46,613,343
Quick Ratio	greater than 1%	2.61%	2.77%	2.92%
Debt to Asset Ratio	less than 35%	17.25%	15.74%	21.59%
Debt Servicing Ratio	less than 3%	1.69%	1.59%	0.97%
Net Assets to Expense Ratio	greater than 60%	124.34%	121.95%	96.81%
Net Income to Revenue Ratio	greater than 1.5%	5.94%	3.73%	1.51%

<b>Number of Flags</b>	<b>0</b>	<b>0</b>	<b>0</b>
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