ANNUAL BASE BUDGET CYCLE

- budget office (BO) projects financial outlook for next 3 years
- reflects salary increases, regulatory changes, and other statutory requirements
- estimates tuition revenue changes, enrolment levels, and changes in government grant

- spreadsheets with budget information sent from BO to VP responsibility centres
- allocations and/or reductions completed by Faculties/Departments
- once returned, base budget loaded into FAST

- projection reviewed to help determine new allocations or budget reductions required to balance new budget
- Vice-Presidents (VPs) and/or President communicates with campus on budget situation for coming year

- each VP communicates budget information to their AVPs, Directors, Executive Directors, etc (direct reports)
- information includes specific allocations and/or reductions required for coming year

- VPs and USEC ask direct reports to submit prioritized budget requests
- each VP uses own resources for smaller allocations. If VP can't fund and request is institutional priority, it is considered by Integrated Planning (IP)

- IP determines which strategic resource allocations will be made and/or budget reductions implemented
- budget approved by BoG
- Base budgets are historically based
- Each year, units are allocated same base as was provided in previous year - plus any new allocations, minus any required budget reductions, plus any salary increases in a given year
- Changes to salary budgets are based on institutional collective agreements whereas new allocations and/or budget reductions are determined by Integrated Planning group

- Integrated Planning group is chaired by the Vice-President Academic and Provost and is comprised of the 4 Vice-Presidents (VPs), the Associate Vice-Presidents (AVPs) from each VP portfolio, the Chief Information Officer, the University Secretary (USEC), and the Director of Institutional Planning and Analysis.
- Role of Integrated Planning is to operationalize University's strategic plan by developing a 3 year planning document and associated resource allocation plan.
- Within this context, integrated planning determines each year the extent to which strategic resource allocations will be made and/or budget reductions implemented

- To assist Integrated Planning with resource allocation decisions, budget office projects the financial outlook for coming fiscal year and the next two years
- This projection reflects salary increases per collective bargaining agreements, known changes required to meet regulatory requirements (ie GST changes, carbon tax) or other statutory requirements (ie CPP or EI increases)
- The outlook estimates increases to tuition revenue changes (capped at inflation), enrolment levels, or changes in government grant
- This outlook or budget projection is key piece of information reviewed before determining extent of new allocations or budget reductions required to balance the budget
- At high level, the VPs and/or President communicates with the broader campus on budget situation for the coming year
- As part of annual process above, VPs and USEC ask their direct reports to submit prioritized budget requests
- Smaller allocations determined by each VP within their own resources. If VP can’t fund the request from within their own budget and the request is an institutional priority, it will be considered by Integrated Planning

- Based on decisions made at Integrated Planned and then approved by Board of Governors, each VP communicates specific budget information to each of their AVPs, Directors, Executive Directors, etc (direct reports). This information includes specific allocations and/or reductions required for the coming fiscal year.