

BUSINESS PLAN

2020-2021



St. Lawrence
College

LETTER FROM THE PRESIDENT AND CEO

As I introduce the St. Lawrence College Business Plan for 2020-21 we are still in the midst of the COVID-19 pandemic – an event we could not have imagined, and one that has forced us to completely adjust how our College operates and delivers a quality education to our students.

Over the last several years, we have worked diligently to position ourselves as a financially strong college. In doing so, I am proud to say that SLC is currently in the best financial position we have been in since our inception 53 years ago. That being said, Canadian colleges and universities are challenged financially and operationally due to the ongoing pandemic and the uncertainty of what the future will hold.

Our optimism lies with the great people of SLC – our true strength. This pandemic has reinforced what I have come to know of the fortitude and resiliency of all of our people: the students who adapted quickly to a new way of learning off campus, as they were forced out of labs, classrooms, and placements, and into an uncertain world of alternative learning; our faculty, who in a short time, had to reformulate their courses and learning outcomes for an alternate delivery; and the majority of our staff, who had to adapt to working from home while offering the same level of service we are proud to provide.

And yet, right from the beginning, I witnessed our people mobilize and collaborate like never before. Teams across our College delivered ventilators to hospitals, 3D printers to print face shields, PPE, hand sanitizer, hospital beds, IV poles, and more. All in a community effort to help our frontline healthcare workers and first responders prepare for the pandemic and potential overload of our healthcare system, many of whom are our own proud graduates.

As we head into fall 2020 there is much uncertainty about what the future holds for our academic year. We have solid plans and people working hard to deliver excellent programs to our students, and we continue to use our strategic plan SLC in Five as a guide to drive innovation and excellence, with adjustments where needed for current realities.

What I am certain of is our strength as an institution to weather the storms and to meet the challenges the world can, and will, bring.

I remain always, #ProudToBeSLC.



Glenn Vollebregt
President and CEO
St. Lawrence College

 @gvollebregt



SLC IN FIVE - OUR 2019-2024 STRATEGIC PLAN

OUR VISION

Rooted in our communities, we will be a globally recognized college delivering innovative learning opportunities and preparing career-ready graduates to be leaders in their fields.

ELEMENTS OF OUR VISION

Communities

We are a community college with campuses in three distinct communities in Eastern Ontario. As such, we are vital contributors to the growth and development of our local communities.

Globally recognized

We operate in a globally connected environment. By enhancing current agreements, partnerships, and international projects, and internationalizing our curriculum, we are solidifying our global status.

College

We are a college and proud of it! We are pleased to offer a full suite of credentials: certificates; diplomas; degrees; as well as apprenticeship training, and graduate certificates to meet the learning interests of our diverse student population.

Innovative learning

The core of our existence is based on providing innovative learning opportunities to all our students, full-time or part-time, in the classroom, online, and on the job. Our innovation delivers value to our students, partners, and communities.

Career-ready

Students come to St. Lawrence College for a variety of reasons. Our graduates leave prepared to enter the workforce, be entrepreneurs, change or improve their careers, or continue their love of learning.

Leaders

Our graduates leave prepared to excel in whatever they choose to do, whether in a professional or personal capacity.

OUR MISSION

We are dedicated to student success, academic excellence, and leadership in our communities.



OUR VALUES

Students First Teamwork Innovation Integrity Belonging

Students First

Part of our core mandate as an educational institution is to put our Students First. Our staff is committed to providing our students with the programs, services and personal support to ensure their success. Simply put, we are here because of our students.

Teamwork

Our College succeeds because of Teamwork. Our dedicated and talented staff works together to achieve our collective mission. We are committed to fostering the skills, knowledge and passion of our team to deliver excellence in all that we do – for our students, our colleagues and our communities.

Innovation

Providing educational opportunities that deliver value to our students requires us to be resourceful and creative. This will ensure our College thrives as an institution and is resilient to external pressures. We believe building upon our achievements and focusing on Innovation will advance the College and allow us to meet the evolving needs of our students now and in the future.

Integrity

As we work toward our vision and mission, we strive to continually build trust with our students, staff, and community partners. We exemplify Integrity; it governs our actions and decision-making processes.

Belonging

We believe honesty, inclusivity and accountability are the pathways to success. As our communities evolve, we look to create a sense of Belonging for our students, team, and partners. We celebrate diversity, respect our differences, value contributions, and foster an environment where everyone feels they can participate without discrimination in our College community.





OUR STRATEGIC DIRECTIONS

Our People **Our Programs** **Our Students** **Our Communities**

SLC in Five incorporates four pillars that provide context and direction. The pillars are: Our People, Our Programs, Our Students and Our Communities. These strategic directions are supported by six multi-year objectives, each broken down into focus areas designed to help us achieve our vision.

Our People

We will grow as an engaged, diverse team equipped for success.

We recognize the value of our diverse team of talented professionals who are engaged and equipped with the knowledge and tools they need to succeed. Investing in the development of our staff and faculty and providing the necessary supports is vital to the continued success of the College.

Our Programs

We will be a leader offering the educational experiences students need now and into the future.

Our programming is the foundation we offer to our students. Ensuring the right mixture and balance of programming is central to the College's continued sustainability. We know that we must be agile in adapting to external factors such as the rapid advancement of technology as well as economic and labour market trends. We are committed to providing top quality programming now and well into the future.

Our Students

We will support all students while providing exceptional opportunities to connect and grow.

Our core mandate as a college is to ensure the success of our students. To do so, we will continue to offer our students the opportunities they need to be prepared for their future whether it be a pursuit of further education, beginning a career, or career advancement. We strive to provide an environment where educational endeavours are complemented by extracurricular activities and support services that foster the physical and mental well-being of our students.

Our Communities

We will collaborate to build thriving communities on and off our campuses.

The partnerships we have with our communities are essential to the College's vitality. St. Lawrence College thrives because of the relationships we've developed with our local municipalities, local industry, community partners, Indigenous community, and alumni. Mutual respect and ongoing dialogue are key to our day-to-day operations.



OUR MULTI-YEAR OBJECTIVES

These multi-year objectives become measurable actions driving momentum in the execution of the strategic directions.

Employee Success

Foster a culture of belonging for everyone while providing balance and opportunities for growth.

Areas of focus:

1. Enhance access to professional development.
2. Expand opportunities to gain global perspectives.
3. Continue to measure and improve employee engagement.
4. Increase stability in our workforce.

Academic Excellence

Enhance programming and applied research to best prepare career-ready students.

Areas of focus:

1. Establish SLC as the Action Learning College.
2. Be recognized as a leader in evidence-based, innovative teaching and learning.
3. Lead the college sector in innovative program design, development and delivery.

Student Enrichment

Enrich student life with support and experiences focused on community and connections.

Areas of focus:

1. Increase access to student life activities.
2. Implement service improvements based upon student needs.
3. Connect our students to the world.

Operational Excellence

Drive sustainability and improvements in operations.

Areas of focus:

1. Apply sustainable practices across programs and operations.
2. Maintain focus on our long-term financial health.
3. Invest in modern and accessible learning and working spaces.
4. Optimize technology and processes to drive digital transformation at the College.

Community Engagement

Collaborate on solutions and foster relationships.

Areas of focus:

1. Strengthen the SLC global alumni network.
2. Engage in strategic industry collaborations.
3. Build upon partnerships with all levels of government for mutual benefit.

Indigenous Ways of Knowing and Being

Honour the history and contribute to a positive future for Indigenous learners and communities.

Areas of focus:

1. Incorporate Indigenous Ways of Knowing and Being throughout our College community.
2. Advance the process of reconciliation and support the Truth and Reconciliation Commission Calls to Action.
3. Respect the principles of the Indigenous Education Protocol.



STRATEGIC INITIATIVES

The College continues to be guided by our SLC in Five strategic plan through the COVID-19 pandemic. The impact of the pandemic on the achievement of these strategic initiatives is unknown, but the College will continue to respond accordingly to deliver a quality education and student experience to ensure the success of our students.

Employee Success

AREA OF FOCUS:

Expand opportunities to gain global perspectives.

Belonging

To action our corporate value of Belonging, create a new Senior Advisor, Equity, Diversity and Inclusion position to lead our College in the design, development, implementation, promotion, delivery and evaluation of ongoing initiatives that will advance our College's objectives around Belonging and support our focus on Equity, Diversity, and Inclusion.

AREA OF FOCUS:

Increase stability in our workforce.

Future of Work

With input from union partners, develop programs and policies to offer flexible working options to support faculty and staff and provide required tools and equipment to work effectively and safely on campus or remotely.

Academic Excellence

Launch the Academic Plan

Launch the Academic Plan which outlines seven academic priorities to support Academic Excellence.

AREA OF FOCUS:

Establish SLC as the "Action Learning" College.

Action Learning Framework

Design a process/mechanism to engage the Action Learning process directly into the design of the curriculum to ensure 100%

of SLC programs incorporate WIL/experiential learning and maximize Action Learning across curriculum.

AREA OF FOCUS:

Lead the College sector in innovative program design, development and delivery.

Innovative Program Design, Development, & Delivery

Launch SLC micro-credentials, operationalize modular design process for new course development and integrate interactive digital learning experiences.

Lifelong Learning

Develop a framework to increase access and pathways to education and training for the Lifelong Learner, including opportunities for online, part-time, professional learning and customized corporate training.

Student Enrichment

AREA OF FOCUS:

Increase access to student life activities.

Expand SLC's Co-Curricular Program

Expand our co-curricular program to support students in obtaining employment by formally recognizing additional skills and experience gained outside of the classroom while at SLC.

AREA OF FOCUS:

Implement service improvements based upon student needs.

Student Experience Data Collection Strategy

Develop a framework to collect and analyze student experience data to better understand improvement opportunities in academic delivery and service areas and devise strategies to meet the needs of students.

AREA OF FOCUS:**Connect our students to the world.****Launch the Global Engagement Strategy**

Launch a Global Engagement Strategy to develop and support global citizenship, expand intercultural learning experiences, support the transition and success of international students and diversify recruitment into new international markets.

Operational Excellence**AREA OF FOCUS:****Apply sustainable practices across programs and operations.****Launch the Sustainability Plan**

Finalize and communicate the SLC Sustainability Plan to position the College as a leader in sustainability both domestically and internationally. The Sustainability plan provides a roadmap for achieving a gold ranking from the Association for the Advancement of Sustainability in Higher Education (AASHE) Sustainability Tracking and Ranking System (STARS).

AREA OF FOCUS:**Maintain focus on our long-term financial health.****Revenue and Enrolment Diversification**

Improve financial stability through diversification, establishing long term enrolment targets for all three campuses as well as private partner locations and following best practices for Strategic Enrolment Management. Obtain approval from the Minister of Finance to continue to offer quality education options in partnership with Alpha College of Business and Technology in Toronto.

AREA OF FOCUS:**Invest in modern and accessible learning and working spaces.****Reimagine Our Space**

Develop plans and detailed designs to improve space utilization across our three campuses for academic and administrative purposes, focusing on the third floor on the Brockville campus, the Cornwall Welding Shop and the Blue Wing on the Kingston campus. The designs will be developed this year to enable project construction in a future year and apply for potential infrastructure funding opportunities.

AREA OF FOCUS:**Optimize technology and processes to drive digital transformation at the College.****PeopleSoft Upgrade Program (PUP)**

The goal of the PUP is to create a modern, stable, and sustainable platform to support critical services for our students, faculty and staff. This project addresses the need to bring PeopleSoft Human Capital Management (HCM) up to current versions to ensure ongoing technical support is available and to reduce the number of workarounds and eliminate paper forms and manual processes. Improvements will be made to PeopleSoft Campus Solutions to ensure students and their information are efficiently and effectively managed while at SLC. The planned upgrade will also improve the support of key functions in student and academic administration. The PUP Finance Upgrade project will provide a technical upgrade to fix issues that will improve efficiency and effectiveness of overall Finance processes,

providing benefits for our internal community as well as our external vendors, suppliers, and partners.

Improve Recruitment & Hiring Process

Procure and implement an automation tool to conduct reference checks for improved decision making and to gain efficiencies in the hiring process.

Community Engagement**AREA OF FOCUS:****Strengthen the SLC global alumni network.****Strengthen Our Global Alumni Network**

As a globally recognized college, we will focus on strengthening our engagement with SLC Alumni, both in and outside of Canada, by developing communication and engagement strategies that are reflective of a global perspective and highlight the significance and value of being an SLC alumni.

AREA OF FOCUS:**Engage in strategic industry collaborations.****Develop an Industry Partnership Framework**

As a community college, we place great importance on collaborating with and supporting industry in our local communities. We will develop a Strategic Industry Partnership framework that places emphasis on reciprocity and strengthen our existing industry relationships while also identifying new partnerships within our local communities.

Indigenous Ways of Knowing and Being**AREAS OF FOCUS:****Incorporate Indigenous Ways of Knowing and Being throughout our College community.****Advance the process of reconciliation and support the Truth and Reconciliation Commission Calls to Action.****Respect the principles of the Indigenous Education Protocol.****Curriculum & Faculty Training**

Hire an Indigenous faculty member to support faculty training on Indigenous Ways of Knowing and Being and to support the development of Indigenous teaching into the curriculum across our academic programs.

Create Learning Opportunities

With a focus to raise awareness and create learning opportunities, faculty, staff and students will be provided the opportunity to experience the KAIROS Blanket Exercise (once on-site delivery is possible) as well as a variety of education sessions to explore Indigenous issues.

REPORT OF THE 2020-2021 ANNUAL BUDGET

Due to the uncertainty of enrolments and impact to ancillary operations that are a result of the COVID-19 pandemic, the College is predicting a deficit of \$2.69M for the 2020/21 fiscal year. This deficit will be covered through the use of reserves that have been built due to strong financial performance over the past number of years.

Effective March 11, 2020, the COVID-19 outbreak was declared a pandemic by the World Health Organization and has had a significant impact on our college operations and finances. Prior to the pandemic, the College had completed a rigorous budgeting process and draft budget. Due to the significant uncertainties of this continued situation, the College has developed a revised budget with many significant assumptions and will adjust operations and spending as necessary to respond to the evolving climate.

The development of the Annual Budget is a collaborative process with all College departments to ensure department operations have the resources required for delivery commitments for programming, services, and activities. The Budget Advisory Team is part of the budget process, providing advice, guidance and recommendations on budget decisions.

I would like to thank all of those who have contributed to the development of the budget, with special thanks to those individuals who serve on the Budget Advisory Team throughout the year, providing advice, guidance and recommendations on budget decisions:

- Erin Farrell, Director of Finance
- Janet Greer, Director of Strategic Corporate Planning
- Elaine Armstrong, Dean, Faculty of Arts
- Andrée LeBlancq, Director of Human Resources
- and Tiffany Johnston, for administrative support



Megan Sheppard
Senior Vice-President, Corporate Services & CFO



ASSUMPTIONS

A number of assumptions were made in April 2020 in the preparation of the 2020-21 Annual Budget. Due to the uncertainty of the pandemic, the College continues to monitor assumptions and adjust operations to mitigate potential additional financial risks. The assumptions are as follows:

REVENUES

- Government funding projections are based on the most recent memorandums from the Ministry of Colleges and Universities (MCU) and Ministry of Labour, Training and Skills Development if received, or based on prior year actual funding. There is uncertainty concerning the continuity of some special purpose grants as the provincial government continues to implement funding changes and therefore this poses a budget risk.
- The College received a \$912K grant from the MCU in early April to assist with the mitigation of costs in response to the COVID-19 outbreak.
- The COVID-19 pandemic has led to uncertainty of enrolments. The College has developed a target enrolment plan for recruitment, however for budgeting purposes discounts have been applied to this plan due to the significant uncertainty that exists on the impact of COVID-19 on enrolments. The discount rates are based on recruitment and confirmation data for domestic and international students and the number of visas that have been obtained for international students. For the private partnerships the discount rate was based on feedback from our partners. The budget includes the following discounts against the target enrolment plan.

Enrolment Category	Discount Factor Applied	
	Summer	Fall
Domestic	10%	15%
International - On Campus	10%	30%
Private Partnerships	5%	10%

- Winter intakes have been maintained per target enrolment plan.
- Domestic and International tuition rates have been maintained at 2019/20 rates.
- Ancillary revenues consisting of the bookstore, food services, parking, residences, and event and banquet services are based on the assumption that there will be no revenues until September 2020 and a reduction in estimated revenues beyond September due to expected decline in activity on campus. Total overall ancillary revenues are budgeted with a 45% (\$3.45M) decrease over 2019/20 actuals.

EXPENDITURES

- Salaries and benefits are budgeted based on approved staffing levels, administrative wage rates and collective agreement wage rates and step increases. Salaries and benefits comprise 65% of the College's total budgeted expenditures.
- Contracted services are based on current contract amounts or expected contract renewal amounts. Certain contract service agreements have been renegotiated to reduce costs from the date of closure and until the College is able to resume on-campus operations. These contracts include cleaning and residence operations.
- Many operating expenses have been reduced due to the current College campus closures including utilities and maintenance.
- Discretionary expenses including travel and professional development budgets have been reduced significantly.
- Additional costs in the budget, which are supported by the MCU COVID funding grant, include funds for student emergency bursaries, technology to support students, and faculty and staff and costs to implement online and alternate program delivery.
- Other operating expenditures have remained constant other than those approved through a rigorous application process.



RISKS

As discussed in last year's budget report, the College is experiencing increasing reliance on International operations, as illustrated in the Statement of Revenue and Expenditure. Without our international operations, the College would be in a significantly higher deficit position. The current COVID-19 pandemic is seeing this risk realized as external factors such as travel restrictions, access to global financial services and institutions, geographic economic slowdowns, and immigration processes are currently affecting international student mobility. The College has revised the budget and continues to adjust operations in order to mitigate the risk.

Note that international education delivery costs and various increased support costs for the increasing international population are included in College Operations within the statement.

The following table identifies Board Risks and other risks and what the College is doing to mitigate the risks.

Risk Identification	Risk Mitigation
Board Risks	
The potential for not achieving the strategic plan	<ul style="list-style-type: none"> Strategic Initiative Evaluation & Assessment More evidence based decision making Prioritization
The potential for not achieving a balanced budget	<ul style="list-style-type: none"> Budget Advisory Team processes Strategic Enrolment Management Increased recruiting efforts Controlled expenditures Defer strategic initiatives
The potential for unreliable financial reporting	<ul style="list-style-type: none"> Analytical review Annual audit PeopleSoft Upgrade Program (HRMS, SIS and Finance projects)
The potential of significant disruption to the College's operations or ability to provide services / programs due to an adverse incident of natural, technological or human-caused origin	<ul style="list-style-type: none"> IT controls, maintenance and backup strategies and protocols Incident Management Team Alternative program delivery Program redesigns
The potential for the College to not be able to attract/recruit new students	<ul style="list-style-type: none"> New Programs New Recruitment and Marketing Initiatives Quality Assurance Strategic Plan Updated Facilities
The potential for the College to not be able to attract, recruit and support international students	<ul style="list-style-type: none"> Sector advocacy with IRCC Diversification of country offices & recruiting strategies Increase Winter intake Increased international supports Internationalization Strategic Initiative Quality Assurance
Other Risks	
Provincial Operating Grants Less than Budgeted	<ul style="list-style-type: none"> Reduce Direct Expenses Defer strategic initiatives Provincial advocacy
Part-time collective bargaining contract impacts greater than budgeted	<ul style="list-style-type: none"> Support negotiations between College Employer Council and OPSEU Adapt cost structure

CAPITAL

In February 2020, the College's Board of Governors approved a \$9.16M budget for capital expenditures in 2020/21 as summarized here. \$1.6M of which is funded through Ministry and other grants.

In light of COVID-19 and the subsequent closure of our campuses, some projects have or will be deferred to mitigate the financial impact to the College.

2020/21 Capital Budget ('000s)	College Funded	Grant Funded	Student Fee/Foundation Funded	Total
Facility Renewal	\$ 3,156	\$ 594	\$ -	\$ 3,750
Ancillary Operations	\$ 2,440	\$ 110	\$ -	\$ 2,550
Information Technology	\$ 1,753	\$ -	\$ 165	\$ 1,918
Academic Equipment	\$ -	\$ 942	\$ -	\$ 942
Total Capital	\$ 7,349	\$ 1,646	\$ 165	\$ 9,160

2020-2021 OPERATING BUDGET STATEMENT OF REVENUE AND EXPENDITURE (dollars in 000s)

	Funded Activity / College Operations	Contract Education	College Ancillary Operations	International Education ***	Strategic Initiatives	2020-21 Budget	2019-20 8mth Forecast	2019-20 Approved Budget	2019-20 Actuals
REVENUE									
Grants & reimbursement	\$ 52,591	\$ 2,681	\$ -	\$ (4,775)	\$ -	\$ 50,497	\$ 52,067	\$ 51,897	\$ 51,608
Tuition fees	22,733	402	-	46,286	-	69,421	68,494	71,884	70,118
Ancillary	223	-	3,929	-	-	4,152	7,835	7,859	7,601
Other	1,527	-	76	463	-	2,066	2,462	2,784	2,637
Amortization of deferred contributions	4,182	-	-	-	-	4,182	5,627	5,515	5,671
Realized gain (loss) on sale of short-term investments	(10)	-	-	-	-	(10)	(14)	(5)	(72)
Realized gain (loss) on sale of long-term investments	-	-	-	-	-	-	-	-	-
Donations	712	-	-	-	-	712	693	693	470
Interest	1,148	-	-	-	-	1,148	1,306	998	1,619
TOTAL REVENUE	83,106	3,083	4,005	41,974	-	132,168	138,470	141,625	139,652
EXPENDITURE									
Salaries & benefits	82,913	949	252	2,591	683	87,388	83,635	85,469	82,787
Non-payroll	27,653	1,867	2,968	5,021	917	38,426	40,088	41,276	38,484
Amortization of capital assets	9,044	-	-	-	-	9,044	10,612	10,772	10,497
Employee future benefits recovery	-	-	-	-	-	-	-	-	79
TOTAL EXPENDITURE	119,610	2,816	3,220	7,612	1,600	134,858	134,335	137,517	131,847
SURPLUS / (DEFICIT)	\$ (36,504)	\$ 267	\$ 785	\$ 34,362	\$ (1,600)	\$ (2,690)	\$ 4,135	\$ 4,108	\$ 7,805
REDUCTION FROM (CONTRIBUTION TO) NET ASSETS						\$ 2,690	\$ (4,135)	\$ (4,108)	\$ (7,805)
	Funded Activity / College Operations					\$ (36,504)	\$ (28,275)	\$ (29,554)	\$ (25,986)
	Contract Education					267	303	76	386
	College Ancillary Operations					785	3,549	3,598	3,280
	International Education					34,362	30,558	31,988	31,361
	Strategic Initiatives					(1,600)	(2,000)	(2,000)	(1,236)
	Total Surplus / (Deficit)					\$ (2,690)	\$ 4,135	\$ 4,108	\$ 7,805
	Reduction from (Contribution to) Net Assets					\$ 2,690	\$ (4,135)	\$ (4,108)	\$ (7,805)

*** International Education delivery costs and increased student support costs included in College Operations

NOTE: Comparative figures have been reclassified for presentation purposes



2020-2021 OPERATING BUDGET STATEMENT OF EXPENDITURE BY FUNCTIONAL AREA (dollars in 000s)

	2020-21 Budget	2019-20 8mth Forecast	2019-20 Approved Budget	2019-20 Actuals
Academic Division				
Brockville Campus	\$ 9,719	\$ 9,781	\$ 9,920	\$ 9,622
Cornwall Campus	10,320	10,019	9,971	9,938
Kingston Campus	40,380	39,633	40,467	38,978
Total Academic Division	60,419	59,433	60,358	58,538
Business Units				
International Education	7,341	6,634	7,984	7,554
Corporate Learning & Performance Improvement	2,882	2,356	1,963	2,285
Employment Service	3,723	4,038	4,448	3,978
Ancillary	3,220	4,076	3,998	4,073
Total Business Units	17,166	17,104	18,393	17,890
Administration				
Executive Administration	3,420	2,866	2,966	2,976
Finance	2,784	2,597	2,623	2,627
Facility Management Services	7,387	8,402	8,018	8,032
Foundation and Alumni	864	960	956	845
Human Resources	1,994	2,262	2,082	2,339
Information Technology	6,808	6,625	7,559	6,603
Innovation and Partnerships*	2,236	1,196	1,205	1,172
Marketing	2,136	1,733	1,680	1,645
Program Planning & Development	1,083	524	213	351
Recruitment	929	855	881	885
Registrar	1,968	1,998	1,927	1,887
Research	530	734	625	652
Strategic Corporate Planning	507	500	498	473
Student Services	9,118	9,106	8,846	8,451
Total Administration	41,764	40,358	40,079	38,938
Fundraising	950	950	950	826
Committed Funds				
Bursaries/Tuition Set-Aside	2,294	2,673	2,431	2,508
Strategic Initiatives	1,600	2,000	2,249	1,241
Central Budgeting/Contingency/Flowthrough	2,553	2,249	2,686	2,559
Amortization and offset to capital incl. in operations	8,112	9,568	10,371	9,347
Total Committed Funds	14,559	16,490	17,737	15,655
TOTAL EXPENDITURE	\$ 134,858	\$ 134,335	\$ 137,517	\$ 131,847

*Includes Grant supported activities

Note: Comparative figures have been reclassified for presentation purposes



St. Lawrence College

Kingston, Brockville, Cornwall

Business Plan 2020-2021

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