



# 2016-2017

## Planning & Budget Framework

Part I: Integrated Planning Framework

Part II: Budget Framework and Three Year Plan



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University  
of Victoria



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## Part 1: Integrated Planning Framework

President Cassels' Campus Conversations report confirmed that the University of Victoria's Strategic Plan, "A Vision for the Future – Building on Excellence" continues to provide direction and focus for institutional efforts; the report further confirmed that there is a substantial degree of alignment within the campus community for the Plan's overall direction. However, the President has clearly identified a need to further *focus and prioritize* efforts and take a sequenced approach to the many initiatives in play.

Sparked by the Campus Conversations report and the identified need to sharpen our institutional narrative in an increasingly competitive environment, our new messaging and position, the UVic Edge, now provides a guide that both captures our priorities and actions as an institution and helps to consistently communicate our distinctive commitment to dynamic learning, vital impact and an extraordinary academic environment. Our messaging, and ensuring Canada and the world hear about our accomplishments and successes will be key to attracting the highest quality students, faculty and staff to our university, which will only further enhance our reputation.

Part 1 of this Planning and Budget Framework aligns with the Strategic Plan and provides information on progress in the implementation of the Strategic Plan. In addition it sets out the areas of focus, and opportunities for improvement in quality that the Integrated Planning Committee, led by the Provost, has identified for 2016-17 to 2018-19. Rather than being a comprehensive document covering all university activities, this planning and budget framework is focused on areas of priority and investment over the coming three years and builds on the range of multi-year commitments initiated in last year's plan. The Integrated Planning process involved the careful evaluation and examination of a wide range of requests to establish priorities and balance needs – what follows is the outcome of those deliberations.

Within the context of maintaining our commitment to being a student-centred, research-intensive university with a wide array of academic programs and maintaining overall student enrolment at about the same size, attracting, retaining and supporting the very best students continues to be of utmost importance [SP Obj.2]. While little growth is anticipated, quality enhancement, student demand and UVic's strategic priorities will continue to change the shape of our profile.

This year we draw further inspiration from the Truth and Reconciliation Commission's Report to renew our commitment to contributing to the reconciliation with Canada's Indigenous Peoples and working towards the goal of closing the educational achievement gap [SP 3]. Developing UVic's first Indigenous Academic Plan reaffirms our commitment to act on specific TRC recommendations to enhance educational opportunities for Indigenous students and to further develop initiatives and programs of education, research, outreach and engagement, with an Indigenous focus. Supporting the highly successful LE, NONET program is a key component of these initiatives.

Also this year, the completion and approval of both our Strategic Research Plan [SP 22] and our Campus Plan [SP 34] will provide important direction within those two areas. The Strategic Research Plan identifies eight areas of dynamic research capability and five priorities for action. The Campus Plan will guide future decisions on the physical development of the campus and will provide an important decision-making framework for open space, land use, built form and mobility on campus.

While enhancing quality and being responsive to student demand for programs remains a continual resourcing focus, supporting the success of students both in and out of the classroom will receive important consideration this year [SP 13, 16]. In particular, student awards and financial aid [SP 2, 4] for both

undergraduate and graduate students will be a top priority – successfully recruiting and retaining the highest quality students requires UVic to distinguish itself in a competitive market. Support for students in terms of student mental health, advising and counselling services, child care and health services, will receive special attention.

### **Context**

The environment for post-secondary education in BC continues to be financially constrained. Provincial operating grants for post-secondary institutions are expected to remain stable following three previous years of reductions. Domestic tuition fee increases are restricted to 2% limiting UVic's ability to increase revenues. International tuition fees at UVic are substantially below those of peer universities and in the coming year will be examined in the context of the total cost of education. Contractual obligations related to salaries and rising costs associated with library acquisitions and the impact of the decreasing value of the Canadian dollar are examples of pressures that continue to constrain financial planning. Investments continue to be limited to areas of strategic priority.

Within BC, a fifteen year demographic trough is underway with decreasing numbers of 18-24 year olds, the traditional age group associated with undergraduate enrolments and, historically, UVic's largest demographic segment. Competition continues to intensify for new students and UVic will respond by maintaining its focus on recruiting the best students and enhancing its unique, high quality student experience. Retention and engagement of existing students will continue to receive attention. The Edge will shape how communications and outreach activities will help reinforce the message that UVic is a university of choice for the highest quality students from British Columbia and beyond [Obj 31].

The Campus Conversations revealed widespread agreement that our university is at the right size and indeed that size is a relative strength – UVic is large enough to offer programs of teaching and research in all fields but small enough to enable personal connections for students, faculty and staff. While the overall size of the university is expected to stay about the same, there will continue to be realignments in the program mix to match priorities, student demand and the research foci of faculty [SP 12], as articulated in the Strategic Research Plan. Graduate enrolment remains robust and will shift incrementally to areas of research strengths as articulated in the Strategic Research Plan's thematic areas.

The provincial Skills for Jobs Blueprint and the recently released 2024 Labour Market Outlook continue to reinforce government's direction that a proportion (25%) of the university's operating grant must be directed towards programs that support a priority set of occupations. UVic has submitted two years of Skills Gap Plans and the remaining two years left in the plan will be achieved through a balance of realignment and shifts within provincial priority program areas.

International student demand has been very strong and while it would not be prudent to predict that such growth continues, it is expected that a higher than historical average of international students will continue to enroll. This enrolment, however, is not distributed uniformly across the university. Building upon last year's investments, further funding will be directed to those areas that have experienced growth in order to support students and faculty, and augment student services [SP 20].

A refreshed International Plan will help guide our initiatives in the coming years. A global perspective and strategy is fundamental to our university's functioning, identity and achievement of excellence. Building capacity at home and abroad, we will encourage every student to obtain a global experience that links them with the world and that supports their development as global citizens. A commitment to building a thoughtful, internationalized research and education strategy is a core part of our mission.

At just over fifty years since its establishment as a degree granting university, UVic's physical infrastructure is showing signs of requiring further renewal and enhancement. There is an identified need to invest in capital to support strategic priorities including renewal of existing spaces and increasing space to support academic areas with the greatest space pressures to address both teaching and research. Student residences are also in need of renewal. Much like the operating grant reductions from government in prior years, there is also reduced government funding for capital projects, therefore fundraising as well as increased university resources will be important funding sources for these infrastructure priorities [SP 34].

## Sharpening Focus and Building on Strengths

### **(a) Building on Excellence in Education for Undergraduate and Graduate Students**

As anticipated in the "People" and "Quality" sections of the Strategic Plan, the academic and research goals of our faculty and their pursuit of excellence have enabled UVic to create new and exciting programs for our students as well as refine and enhance existing undergraduate and graduate offerings. These new programs in particular have proved enormously popular with students and demonstrate clearly the congruence between our strategic and academic priorities with both societal and student demand.

As in previous years, enhancing the quality of academic programs along with anticipating and supporting student demand in key program areas are always priorities; and, continuing to support efforts at improving student retention and engagement will inform our strategic enrolment management outlook.

Offering competitive, multi-year awards to recruit and retain the highest quality students, both undergraduate and graduate, is key to meeting our strategic enrolment goals, including enhancing the quality of our student body. As a destination university, attracting the best students from near and far will always have financial challenges – we know that competitive entrance scholarship packages are key to meeting this objective.

Graduate students continue to be a strategic focus for the university. Indeed, robust graduate enrolments in research programs are an important part of the student mix for a research intensive university, contributing to the academic, strategic and financial objectives of the institution. Our success as a research intensive university and in particular our success in attracting outside funding from the research granting agencies is conditional on high quality and robust graduate enrolments in research-eligible programs. To achieve these goals, an enhanced and sustainable scholarship program that will provide more competitive funding to graduate students across research programs will be launched this year with a five-year implementation plan.

As elaborated in last year's framework and as part of a multi-year commitment to change our overall enrolment profile, there will be investments in supporting our plans to grow Engineering, particularly the Civil Engineering program, in parallel with a funding request to government. Enrolment shifts are not limited to that area however; demand for programs in the Gustavson School of Business and the faculties of Social Sciences and Science continue to be strong. Building on prior year commitments in order to ensure it is sustainably resourced is the Academic Writing unit in the Faculty of Humanities which serves the majority of UVic's undergraduate students.

Student success remains a key priority: student life programming; student mental health initiatives; services and supports to students with disabilities including the alternative text program; child care; and health services have all been identified as priority areas over the next three years.

The growth in international student enrolment over the past four years will continue to be matched by investments in the faculties, departments, and student service areas including: Engineering; Business; Economics; English language support; Academic advising; International advising (undergraduate and graduate); Co-operative Education; and the Pathways program, whereby students complete English language training in the Division of Continuing Studies before entering an academic program. A tiering strategy for international recruitment is already contributing to further diversify the number of countries from which our international students originate.

The LE, NONET program offers a suite of offerings designed to help indigenous students throughout their educational journeys. It aligns with the 'calls to action' outlined in the Truth and Reconciliation Commission Report for education and training that will contribute to the safety and prosperity of Indigenous students. In this and the coming years, supports for Indigenous students will continue to be enhanced including building on earlier commitments for mentorship and financial aid as well as community liaison and outreach. Furthermore, a range of graduate stipends and travel subsidies will address some of the ongoing financial needs of those students.

UVic has a unique position as a leading Canadian institution that provides a wide range of experiential learning opportunities for students. Experiential learning will be enhanced particularly in areas of student enrolment demand as well as for work-term placements here and abroad for both international and domestic students.

Educational technology, learning and teaching support as well as enhancements to classrooms and laboratories in need of renewal were initiated in last year's plan and will continue to be enhanced this year and the year following. We will address educational technology demand by increasing the number and improving existing campus services with a focus on improving course delivery and achieving learning outcomes.

The Learning and Teaching mission will be enhanced with additional English specialists; TA and tutor training; and, support for ongoing curricular reviews. Classroom and lab enhancements will include the implementation of a long term plan to renew classroom technology and infrastructure based on updated classroom standards; and, upgrading teaching laboratories.

As UVic continues to be a destination university with over 70% of students coming from outside the Victoria region, work is underway to assess a further expansion of Student Residences. In its first year of operations CARSA provides to record numbers of students, faculty and staff, as well as alumni and the broader community a state of the art recreation facility and will assist in marketing the university as a desirable destination for all students, including student athletes.

## **(b) Building on Excellence in Research, Scholarship and Creative Activity**

The Strategic Research Plan provides UVic with an opportunity to reflect on our research strengths, the calibre of our faculty, staff and students, and the impact of our research on Vancouver Island, nationally, and internationally. The plan will help our university to consolidate and project this enviable foundation for research into the future. The Strategic Research Plan identifies how UVic can achieve research excellence and impact in an increasingly competitive research environment.

There are significant decisions to be made about the governance of research, decisions which have immediate and long-term implications for sustaining research excellence at UVic. These include the development of guidelines and remedies for sustaining research chairs, particularly Canada Research Chairs whereby salaries

for many Chairs now exceed the size of the grant received. Decisions must also be made about ongoing institutional supports for Animal Care Services. A third domain of decision making involves the management, user engagement, and sustainability of large scale research infrastructure which requires central coordination, management and supports. Finally, as new standards and strategies for marketing and communications are absorbed throughout the university, a renewed approach to, and resources for, the communication of UVic's research enterprise will be required to ensure optimal communications to key audiences and stakeholders both near and far about research partnerships, knowledge mobilization, and other major initiatives such as IdeaFest.

UVic aspires to be "a cornerstone of the community, committed to the sustainable social, cultural and economic development of our region and our nation" [SP "Community" goal]. It does so by strengthening community access to university knowledge and promoting community engagement in research and teaching activities. Achieving these aims involves enhancing partnerships with Indigenous communities, community organizations and local, regional, national and global communities, governments and industries.

The continuing depreciation of the Canadian dollar relative to the US dollar over the past year has had a negative budgetary impact on a number of areas including information technology, research infrastructure and, most visibly, the Library's acquisitions budget. Rising costs of serial subscriptions has further eroded the Library's ability to maintain the comprehensiveness and competitiveness of its holdings. The Library will continually review its serial subscriptions as well as its participation in large purchasing consortia to defray some of the impact of rising costs but investments in the Library acquisitions budget will continue to be necessary in the coming years.

### **(c) Building on Strengths in People: Recruitment, Retention and Engagement of Faculty and Staff**

UVic's success in meeting its teaching, research and community engagement mission would not be possible without its excellent and dedicated faculty and staff. Recruitment, retention and engagement of faculty and staff remain a priority.

For faculty in particular, continuing to build a productive and cooperative relationship following the first collective agreement is a university priority. This first agreement reflects the university's commitment to improving the relative position of faculty salaries over the next five years within the constraints of the government mandate and indeed those salary increases have been built into this budget and planning framework.

Administrative and support staff are responsible for many of the services provided to students and faculty and our sessional instructors, teaching assistants and other academic staff are responsible for a significant amount of teaching. In so doing, their impact is a vital element of the extraordinary academic environment we have promised to our community. Timely and relevant learning opportunities/training during the entire employment lifecycle from on-boarding through to retirement planning and access to improved teaching platforms are ongoing areas of focus. This year will also see the implementation of a new campus-wide Employment Equity Plan (2015-20).

## **Aligning and Optimizing Resources Including Planning Tools and Transparency**

In a post-secondary environment where enhancing the quality of academic programs is critical, it is more important than ever to align the university's resources with its priorities. In the Campus Conversations, faculty and staff expressed a desire for a more transparent, data-informed process to provide them with the tools to facilitate planning and better align resources with university priorities [SP 12].

Over the past two years, a working group and an advisory committee developed Enhanced Planning Tools to support UVic decision makers in academic, administrative and academic support units achieve their goals and our strategic institutional objectives [SP 12]. Beginning in 2016, these tools will provide important data to inform organizational forecasting in all units, faculties and departments. The centre-piece is a new software reporting and recording system that will both inform and make more accessible information valuable to planning and decision making.

While many of the measures used in the Enhanced Planning Tools are the same or similar to those used by decision-makers in years past, the new system will allow them to be used with greater transparency and rigour and be applied consistently across all academic and administrative units.

Between November 2015 and February 2016, all units on campus will provide the Enhanced Planning Tools data for their unit. This information will be collected through a new software system built by University Systems, designed for UVic's needs. This will augment centrally collected data delivered to units by the same software. Final reports will be completed by mid-February 2016. These reports will be updated annually and archived.

The academic and administrative planning cycle for 2017-18 will begin to use these reports and tools and they will inform the institution-wide, Integrated Planning process as well.

In conjunction with the development of Enhanced Planning Tools, we will review our current budget process to determine if there are opportunities to improve transparency, inform good decisions, and provide for appropriate incentives. In addition, international tuition fees are well below levels at comparable universities in BC and Canada and will be examined in the coming year. These reviews will occur in the context of the sustainability challenges that face all universities across Canada: how do we enhance quality within the financial constraints of limited increases to available funding?

Philanthropy plays an increasingly important role in ensuring that the University of Victoria will provide a first class educational experience to students and build on its research strengths. To develop a culture of philanthropy at the University of Victoria, administrators, faculty, and staff must work together to foster relationships with partners who share a common understanding, appreciation and responsibility for the importance of the joy of giving and receiving for the advancement of our university [SP 33].

To these ends the fundraising priority setting process ensures that fundraising goals align with university priorities and resources from within the alumni and development budgets have been reallocated to provide stable support to the faculties. Development staff are working collaboratively to engage donors in greater levels of support, with accountabilities in place to measure performance and inform future best practices. Predictive modelling and demographic wealth indicators are being used to identify and increase the number of potential donors. Alumni and development programs will continuously be reviewed to ensure the most strategic use of resources as measured against best practices in the industry.

Faculty, students and staff rely on information systems that are effective, secure and available 24/7. Information systems also play a key role in supporting and furthering activities across campus [SP 25]. Over the next three years, we will make prudent investments in information technology infrastructure to enhance



security, improve wireless access and increase capacity. The growth in data and systems, primarily related to research and teaching, requires us to expand the Enterprise Data Centre. Over the coming years, we will strategically invest in the digitization of university processes and modernizing the classroom experience.

## Internal and External Communications and Engagement

Our university's reputation is a key factor in attracting talented faculty, students and staff; encouraging philanthropy; improving donor and alumni relations; and strengthening public and government support for our strategic priorities. Communicating our distinctive strengths, successes and achievements therefore serves to further our mission as a university with quality and excellence as touchstones.

The UVic Edge has produced a new UVic narrative, a renewed commitment to a strategic approach to communications and marketing on campus, and a compelling creative tool kit to communicate our university's distinctive strengths and unique experiences, answering the fundamental "Why UVic?" question for our key audiences, whether prospective students, faculty and staff or donors, funders, partners or policy-makers. It has also provided the opportunity to create supports and materials to assist university units to tell their stories within a consistent and coherent Edge framework and in an Edge vernacular [SP 31].

Through a high-level institutional communications and marketing plan, "Communicating the UVic Edge," the university has identified a set of critical investments it must make in order to further its strategic goals in everything from student recruitment and financial support, to enhancing UVic's reputation as a research powerhouse committed to working on issues that matter to people, communities and organizations around the world.

This multi-year institutional communications and marketing plan has created a new positioning governance structure to keep university positioning on track and create accountabilities to its goals as well as fostering opportunities for collaboration and coordination at various levels across the university. Implementation of this plan began in 2015-16 with a primary focus on building a strong foundation of understanding and support within the university community and is transitioning into a significant external phase in 2016-17. The plan, subject to annual review, will conclude its first three-year cycle at the end of the 2017-18 fiscal year.

A project is also well underway to look at approaches to improving internal communications and engagement, strengthening the sense of community on campus, and developing awareness of the role individual faculty and staff can play in furthering UVic's mission and vision as expressed in the new university positioning.

Based on an internal communications needs survey of faculty and staff, the project is now working to streamline, focus and strengthen campus communications channels, provide training and support to campus leaders to assist them in their roles as key contributors to strong internal communications, promote an active role for all faculty and staff, and create a campus communications strategy that encompasses a toolkit and guidelines.

## Conclusion

With enhancing quality as an overall foundation, this Planning and Budget Framework for 2016-17 to 2018-19 has identified areas of strategic priority requiring investment, and builds on Strategic Plan objectives and commitments made in last year's Framework. Rather than attempting to describe all university activities, this Framework is focused on areas of priority over the coming three years. Within the context of limited financial flexibility, UVic will focus on key and important strategic initiatives including the launch of an Indigenous

Academic plan, an updated International plan, the Strategic Research Plan, the updated Campus Plan, and the implementation of the UVic Edge. We will also retain our emphasis on quality enhancements and student supports. Three principal themes will govern the majority of that emphasis: we will support some shift in areas of student program demand; augment academic resources and student services to support the growth in numbers of international students that has occurred over the last three years; and continue to enhance the student experience for all students – in particular, improvements to both graduate and undergraduate student awards and financial aid, support for health services and child care. Embedded within all of these priorities and crucial to maintaining quality across our university and our reputational advancement, the UVic Edge now provides a guide for consistently and distinctively articulating our priorities and actions as an institution based on our commitments to dynamic learning, vital impact and an extraordinary academic environment.

## Part 2: 2016-17 Budget Framework and Three Year Plan

The purpose of developing and approving an institutional budget is to ensure that financial resources are aligned with institutional priorities and areas of strategic focus. Part I of this document outlines these priorities and areas of focus for the coming three years while part II provides the associated financial framework.

With advice from the Senate Committee on University Budget (SCUB), this framework is developed by the Integrated Planning Committee for recommendation to the President and then approval by the Board of Governors. In future years the development of this framework will also be informed by information garnered from the University's Enhanced Planning tools which are currently in the first year of data collection. This framework provides summary level information on the institution's financial plan for the next three years and will be approved by the Board of Governors in March. The development of a detailed operating budget, consistent with this financial plan, is delegated to the President. Therefore, once the framework is approved, an annual detailed operating budget will be developed and approved by the President. A report on this more detailed budget (called the Budget Expenditure Allocation Report) is then provided to the Board of Governors for information, typically in September of each year.

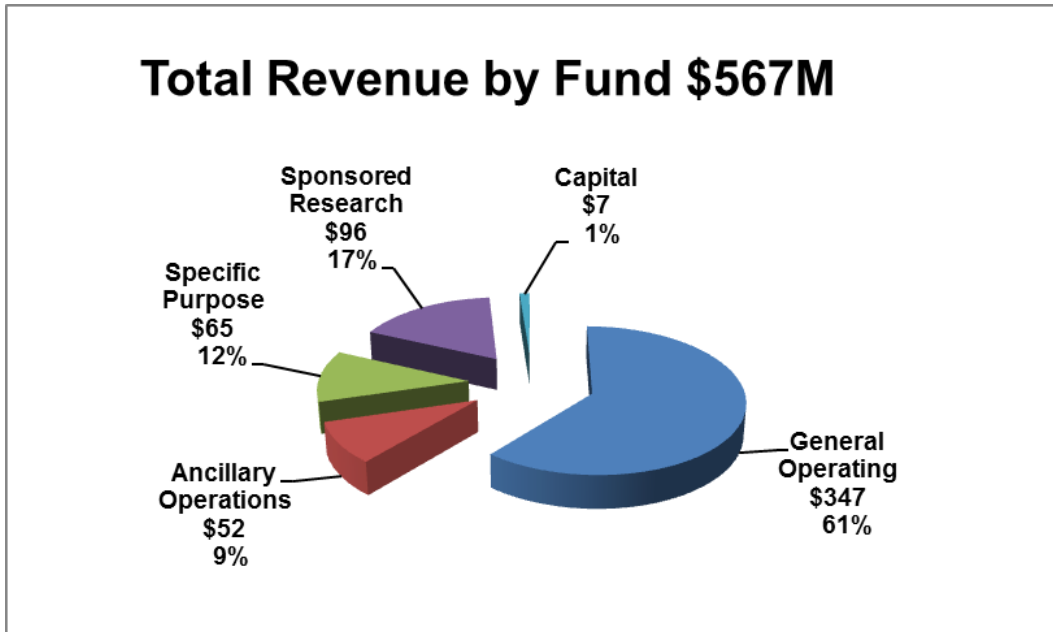
The university develops its annual budget framework, financial models and plans within the context of a three-year planning cycle. A three-year planning horizon provides a more realistic time-frame for the development of university initiatives and provides greater flexibility than permitted within an annual process.

### A. Financial Overview

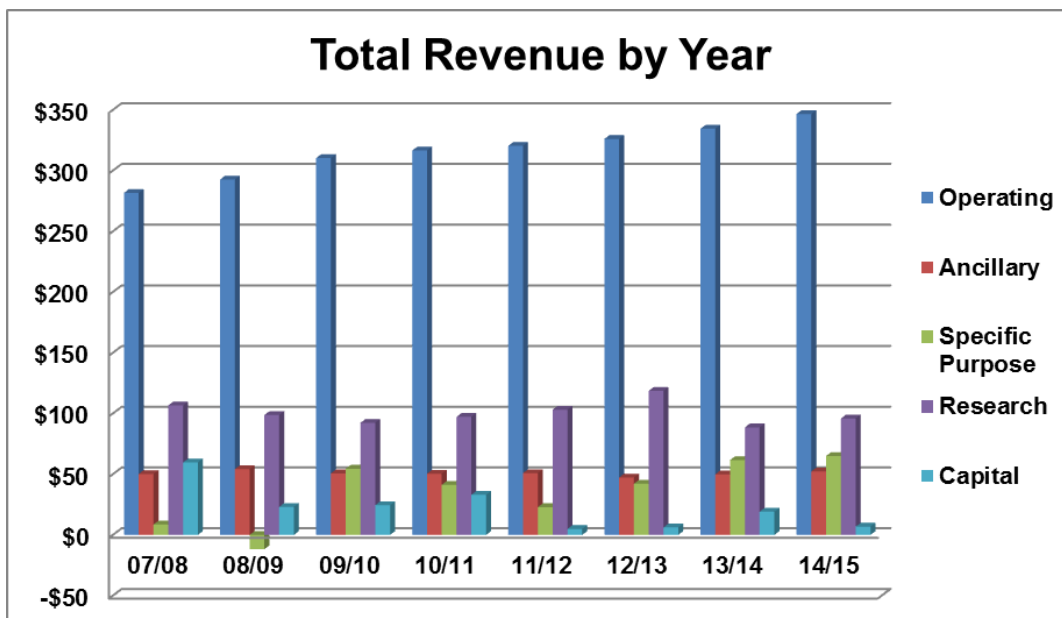
UVic is responsible for the financial stewardship of \$0.57 billion in total annual revenue. To enhance accountability, budgetary control and stewardship of resources, UVic maintains separate funds for its many diverse activities, which for reporting purposes are grouped as follows:

- general operating fund – includes the general operations of the university;
- ancillary enterprises fund – includes the operation of service areas that are considered self-funding such as bookstore, parking, student residences, child care, etc.;
- specific purpose fund – includes contract services, special projects, and distributions from the university's endowment funds;
- sponsored research fund – includes external grants provided specifically for research; and
- capital fund – accounts for funds provided for the acquisition of capital assets and major renovations.

For the most recent completed fiscal year, 2014/15, the total actual revenue for UVic was \$567M and was distributed across the above five funds as follows:



Total university revenue increased by \$13.0M or 2.4% from the prior year. The majority of this increase was a result of growth within the general operating and sponsored research funds of \$12.1M and \$7.3M respectively and was offset by a decline in the capital fund of \$12.3M. The specific purpose and ancillary funds experienced more moderate increases of \$3.4M and \$2.4M. The increase in the general operating fund is mainly the result of increased international tuition from higher international enrolment. The sponsored research fund increase reflects an increase in federal government grants. The decline in the capital fund is the result of no borrowing in 2014/15 whereas \$10M was borrowed in the previous year related to debt approved by the Province in 2006. The following chart outlines revenue by fund as well as changes across funds for the last 7 years:



Revenue changes over the next three years are expected to be modest given that UVic’s strategic plan states the institution is about the right size and that governments at all levels are experiencing financial pressures.

## B. Resource Allocation Recommendations and Fund Information

While financial plans have been developed at a high level for the three-year planning cycle to 2018/19, this document focuses on resource allocations for the 2016/17 fiscal year, and specifically requests Board of Governors' approval of:

- the operating budget framework which includes:
  - the overall financial plan including projected revenue and high level expenditure allocations
  - tuition and mandatory fees increases associated with the projected revenue including applicable application and the universal athletic and recreation fee increases;
- the routine capital plan and
- fee changes to support ancillary budgets.

Budgets for specific purpose and sponsored research funds are individually approved by external agencies, such as federal and provincial governments and the University of Victoria Foundation, and therefore are included in the document solely to provide a more complete financial picture of the institution. As well, major capital projects are individually approved by the Board of Governors prior to project commitment.

Activities related to sponsored research, capital and specific purpose funds, and their impact on the general operations are estimated and, where appropriate, reflected in the operating budget.

### 1. General Operating Budget

#### **(a) Budget Assumptions**

Before developing the operating budget, the university makes certain assumptions about the planning environment in which the budget is being developed. The 2016/17 operating budget has been developed based on the following key assumptions:

- UVic will develop a balanced budget that provides for financial flexibility in order to mitigate potential future financial challenges that may arise as a result of declining enrolment. In the development of this budget the university will consider the overall impact on its external PSAS financial statements used by the provincial government for consolidating the University into the public accounts;
- Budget allocations will reflect the planning priorities of the institution as determined through the integrated planning process;
- There will be no government funded FTE undergraduate or graduate growth;
- Undergraduate and graduate tuition will increase by 2% consistent with government policy of limiting tuition increase;
- We will maintain the undergraduate international student enrolment levels attained in 2015/16;
- We will achieve our budgeted student enrolment levels;
- The provincial grant will remain at the 2015/16 level aside from funding allocated for compensation increases as noted below;

- The provincial government will fund 100% of the salary increases within the provincial mandate resulting from the current round of bargaining which began in fiscal 2014-15 and is almost complete;
- Compensation amounts reflect known and projected costs for salary and benefit changes resulting from current collective agreements, collective bargaining and/or statutory obligations;
- Federal indirect research program revenue will be flat and indirect revenue from other sources will continue to be at an amount consistent with prior years;
- While the funding for minor routine capital has not yet been confirmed for 2016-17, it is assumed to be \$625K consistent with 2015/16; and
- On-going costs of the Island Medical Program (IMP) will be covered by the joint medical expansion budget. In addition to this, UVic will continue to receive \$1.0M plus additional allocations to offset building and other overhead costs. The operating budget included in the framework document reflects those allocations approved by the program.

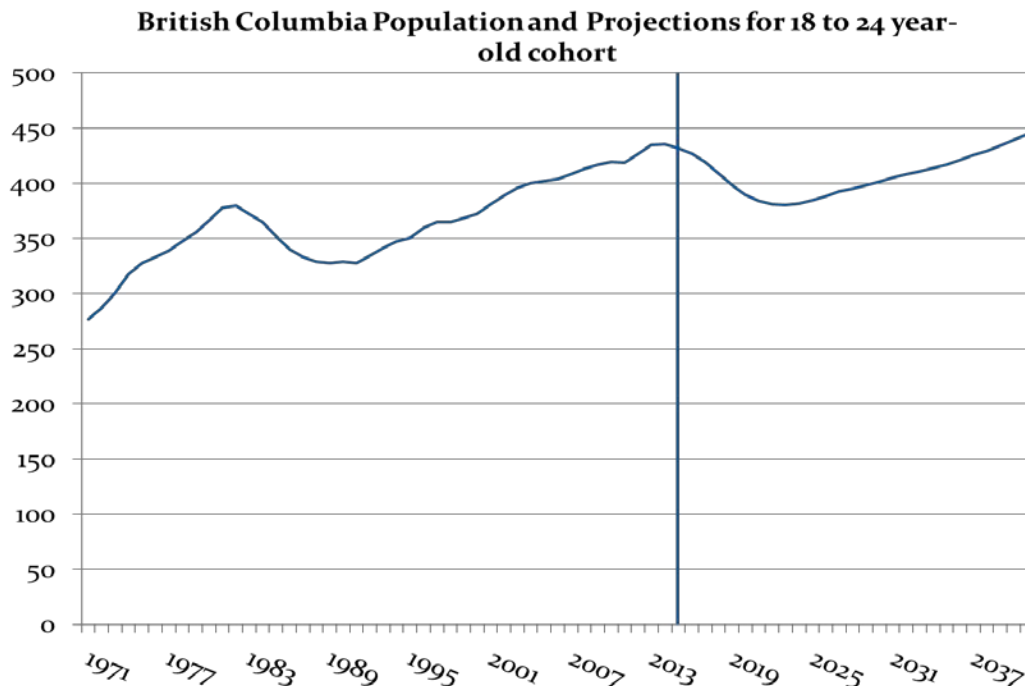
### (b) Financial Summary

The following Table 1 provides a financial summary of the projected operating revenues and expenditures for 2016/17 and the following 2 years based on the above assumptions:

TABLE 1	2015/16 Operating Budget	Projected 2016/17 Operating Budget	Projected 2017/18 Operating Budget	Projected 2018/19 Operating Budget
	(000's)	(000's)	(000's)	(000's)
<b>Revenues</b>				
Provincial Grants	172,239	175,003	178,697	182,825
Federal Grant	6,308	6,308	6,308	6,308
Other Grants and Contracts	5,994	5,994	5,994	5,994
Student Fees	122,156	127,676	130,157	132,688
Department Revenue	29,623	29,697	29,697	29,697
Investment Income and Other	2,684	2,684	2,684	2,684
<b>Total Revenues</b>	<b>339,003</b>	<b>347,362</b>	<b>353,536</b>	<b>360,196</b>
<b>Expenditures</b>				
Salaries and Benefits	265,731	270,954	277,803	284,389
Operating Expenses - Current	73,272	73,321	75,525	75,290
Base Allocations:				
Academic Programs	-	1,320	569	269
Strategic Priorities	-	327	142	141
Differential Programs and Targeted Growth	-	194	135	138
Prior Year Budget Not Committed to Base Allocations	-	(3,494)	(4,741)	(4,102)
<b>Base Expenditures</b>	<b>339,003</b>	<b>342,621</b>	<b>349,434</b>	<b>356,125</b>
Term Allocations:				
Academic Programs	-	838	269	
Strategic Priorities	-	3,902	3,833	4,072
<b>Total Expenditures</b>	<b>339,003</b>	<b>347,362</b>	<b>353,536</b>	<b>360,196</b>
<b>Budget Surplus/Shortfall</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

The three-year financial plan outlined in Table 1 above shows a balanced budget for the next three years. The plan provides for both base budget allocations and term allocations consistent with the strategy utilized for the first time in 2015/16. The financial capacity to provide base and term allocations in 2016/17, as it was in 2015/16, is almost entirely the result of increased international enrolment. Without this increased enrolment the university would essentially have a break even budget over this period. This financial plan was therefore developed to allow for allocations to address current enrolment and strategic pressures but to provide some future financial flexibility. Given typical undergraduate program lengths of four to five years (with co-op), enrolments are expected to remain relatively stable over this plan's time horizon (three years). Enrolment projections beyond three years are more difficult to estimate given the wide range of influencing factors.

On the international front sustainable enrolment levels can be difficult to predict given enrolment within this segment of our student population is highly sensitive to world events and post-secondary strategies in countries around the world. Our enrolment data however shows that international students have a high retention rate once enrolled and therefore we can have higher confidence on 3 year enrolment levels than longer term levels. For domestic students our enrolment is sensitive to the BC population trend for the 18-24 year old cohort which per the following chart indicates that starting in roughly 2014 the population of this cohort will decrease year over year until approximately 2023 where the trend is projected to reverse:



Given UVic's increasing reliance on enrolment directly from high school and considering that our enrolment has previously mirrored this BC population trend, this demographic trough poses a significant recruitment challenge and could have a substantial impact financially over the longer term. While the impact on UVic from this shift can't be predicted, it is prudent for us to continue our focus on both the recruitment and retention of the highest quality students, and retain financial flexibility by continuing with the model developed in 2015/16 in order that we can respond to changes with the least institutional impact.

As noted above the suggested budget approach for 2016/17 to 2018/19 is therefore to provide some on-going (base) funds to academic and other areas in order to support current enrolment levels and specific strategic priorities while retaining some future flexibility to help address, if necessary, impacts from potential future enrolment declines. Table 1 above outlines this approach by showing base allocations separate from term allocations which have commitments of 3 years or less.

As well as providing flexibility to address potential future financial challenges, this budget approach retains flexibility to allow for future allocation decisions to be informed by the enhanced planning tools which have now been developed. These tools have now been distributed to faculties and departments across campus with the first set of data available for use for planning purposes for 2017/18.

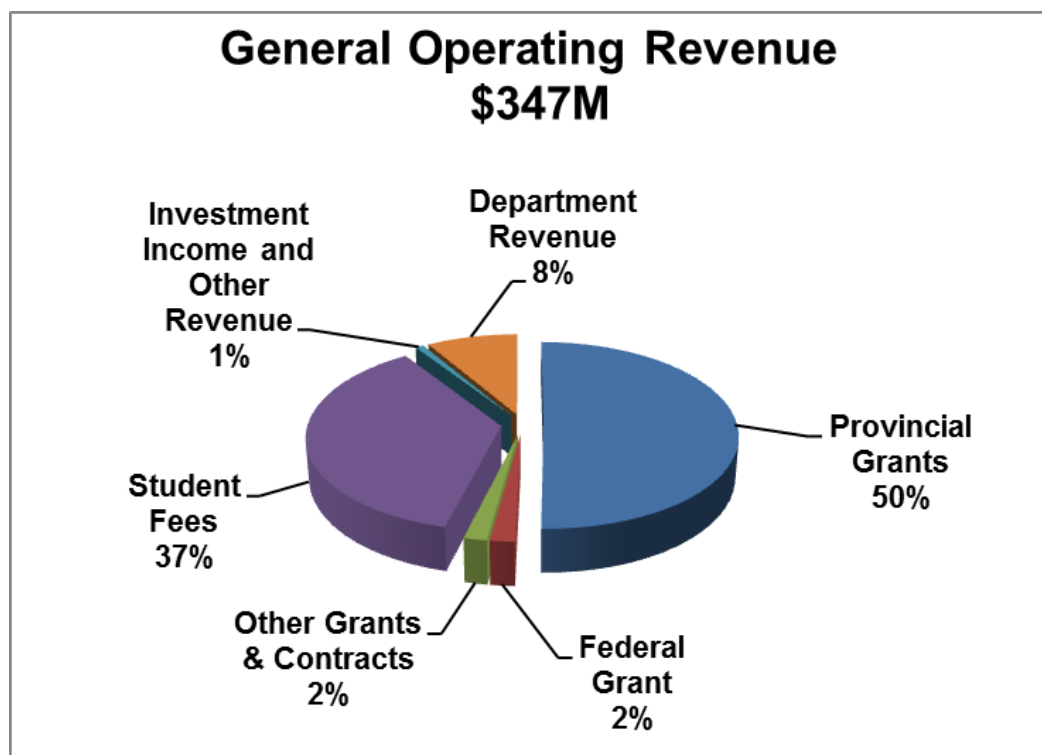
Section (e) below outlines how the base and term expenditure allocations were determined and their distribution. This budget approach will be reassessed each year as the enrolment environment evolves.

### (c) 2016/17 Operating Revenue Information and Changes

Operating costs for the university are mainly funded from two sources:

- government grants which account for 50% of projected revenues in 2016/17; and
- student fees which account for 37% of revenues..

Total general operating revenue for 2016/17 is projected at \$347M from the following sources:





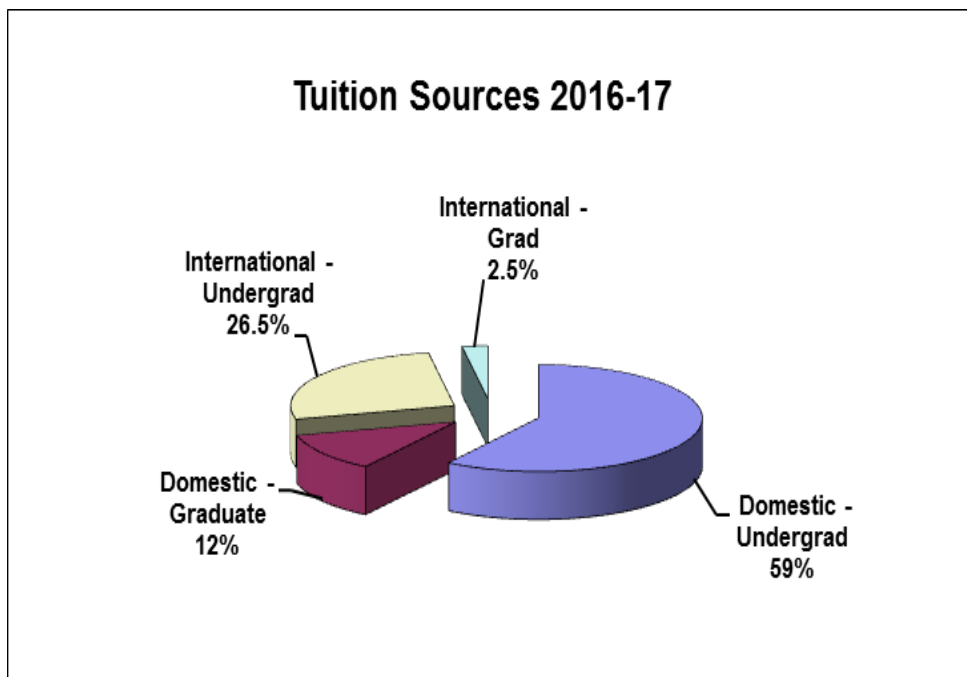
The **provincial grants** for 2016/17 is expected to increase by ~\$2.8M reflecting funding from the Province to cover the bargained compensation increases under both the Public Sector Employee Council (PSEC) mandate as well as the Economic Stability Dividend announced by the Province.

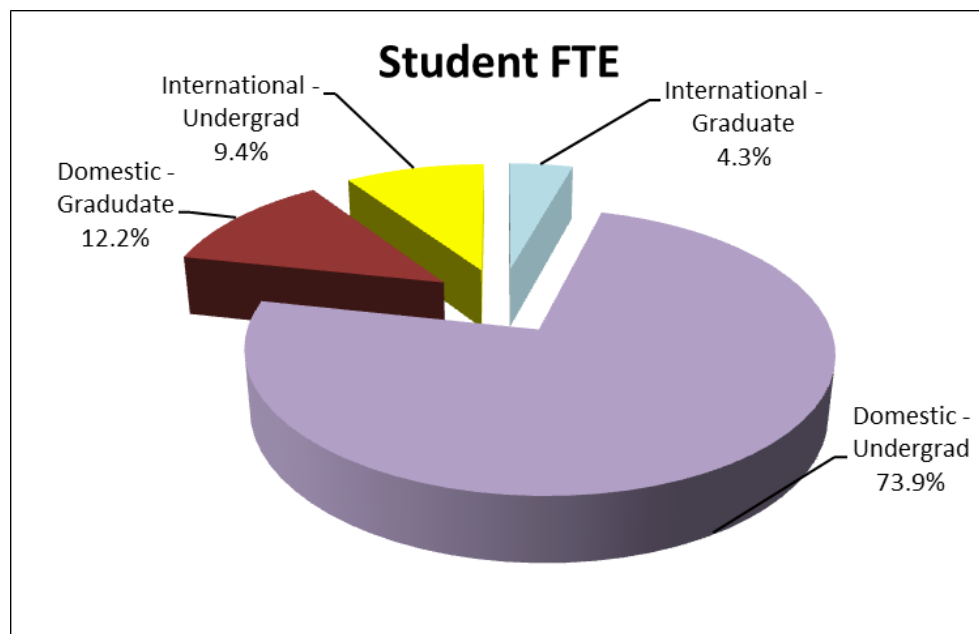
UVic is actively engaged in the provincial government’s Jobs Skills Plan which calls for an eventual targeting of 25% of the university’s operating grant in support of programs that align with job priorities. In year 3 of the 4 year plan, UVic is targeting FTE enrolments in those areas of priority and, as part of that process, and consistent with student demand, is reducing FTEs in non-targeted areas. This recalibration may result in reductions in total FTE targets with the Ministry of Advanced Education without reductions to the operating grant reflecting that the costs of the targeted program areas tend to be higher than the untargeted areas. For 2016/17 the operating grant is provided to the university based on the following expected enrolment levels:

Undergraduate FTEs	14,174
Graduate FTEs	<u>2,066</u>
Total funded FTEs	<u>16,240</u>

**Student Fees** represent tuition paid by all student groups (undergraduate and graduate including domestic and international). Total student fees are projected to increase by \$5.5M in 2016/17. The majority of this increase, \$3.1M, is related to international revenue resulting from enrolment increases beyond budget that occurred in 2015/16 (as noted above) which are now reflected in the budget plan. The remaining incremental revenue is a result of a 2% tuition increase for all students. The province has a current policy of limiting tuition increases – assumed to be 2% for each of the three years.

Given the growth in undergraduate international students over the last three years, tuition from international sources now makes up 29% of total tuition whereas international students comprise 13.7% of the student body as follows:





The attached Appendix 1, Schedule of Tuition Fees for 2016/17, outlines the tuition fees by program and requires Board approval as part of the budget process.

**The Federal Grant Revenue** is annual funding received through the federal government's research support fund (RSF) to help defray the indirect costs attributable to research. The overall goal of the RSF is to help ensure Canada's research institutions remain among the best in the world. By subsidizing the financial burden of the indirect costs of research, the fund helps researchers and universities focus on delivering innovative research and scholarly excellence. This grant is calculated using the three year average of the research grants received from the tri-council funding agency, comprised of NSERC, SSHRC and CIHR. The funding letter has not yet been received for 2016/17 however it is projected to stay constant for each of the three years of the plan.

**Department Revenue** will increase in total by \$74K as a result of a 2% increase in both the athletics and recreation fee and application fees. The athletic and recreation fee increase will be utilized to fund inflationary pressures on the athletics and recreation budget. The costs of Athletics and Recreation (ATRS), including programs, administration and building operating and infrastructures costs (including repayment of an internal loan for the construction of CARSA) are supported through an annual contribution from UVic, membership fees (for the fitness and weight centre and climbing wall), other rental fees (e.g. fields, track, ice rink etc.) and a per semester mandatory student fee. Consistent with approval of tuition fees, the Board approves the mandatory student fee whereas other fees such as rental rates, membership fees etc. are determined by administration. A 2% increase in the mandatory student fee will bring the per-semester ATRS fee to \$83.75.

The 2% increase in application fees will result in the following fee changes:

- domestic undergraduate: \$71.75 to \$73.25
- domestic graduate: \$116.75 to \$119.00
- domestic law: \$90.25 to \$92.00
- international undergraduate: \$117.00 to \$119.50
- international graduate: \$144.00 to \$147.00

The **Other Grants and Contracts** budget is comprised of revenue from the University of British Columbia in support of the Island Medical Program (IMP). The annual IMP budget is approved by the administrative committee representing the three universities and can only be used for the IMP program.

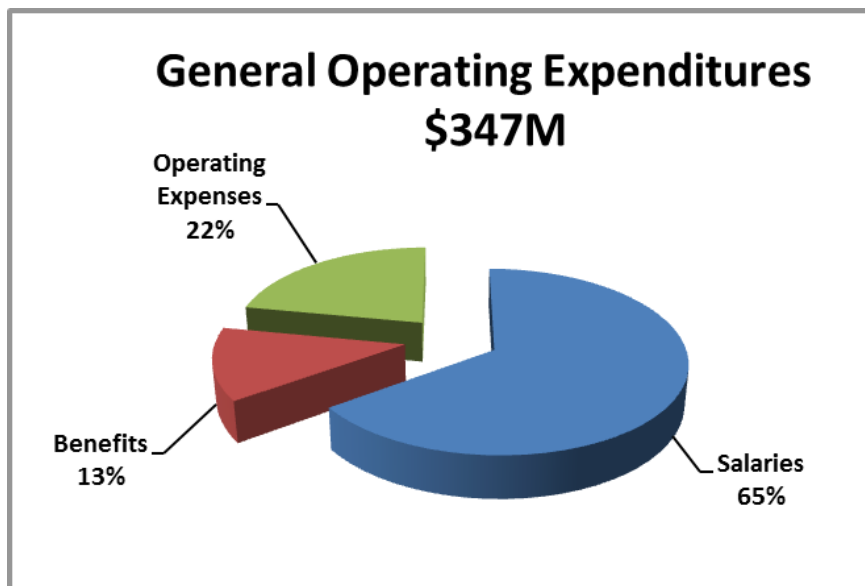
**Investment Income and Other** is mainly comprised of interest, dividends and gains/losses earned from university cash balances which are invested in short term investment vehicles such as money market and bond funds and the remaining revenue is comprised of incremental revenue expected from real estate entities UVic Properties and Heritage Realty and overhead revenue from research contracts. Income is also generated through internal loans to ancillary services provided to fund capital improvements. Given the low interest rate environment, it will likely again be challenging to earn sufficient returns to achieve the current budget. The investment income budget, however, has not been adjusted given the investment reserve (\$1.5M) will be able to cover the shortfall and that rates in future years are expected to increase.

Based on the information noted above, the framework projects revenue in 2016/17 to increase in total by \$8.35M over the prior budget as follows:

Provincial grant compensation funding .....	\$2.76 M
Student fees – 2% tuition increase .....	\$2.30 M
Student fees – international growth.....	\$3.10 M
Student fees – differentials .....	\$0.12 M
Department revenue and other income .....	\$0.07 M
<b>Total revenue increase .....</b>	<b>\$8.35 M</b>

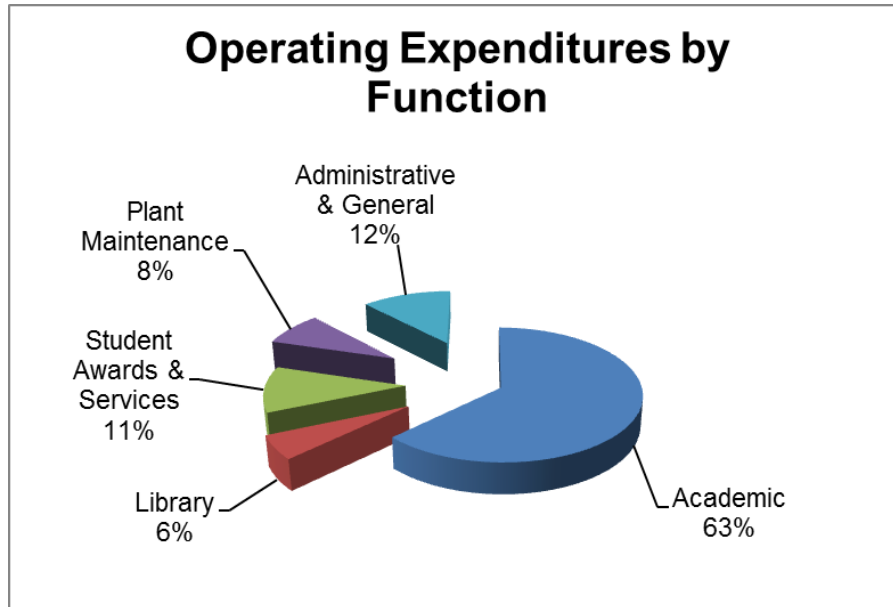
**(d) Operating Expenditure Information**

One of the four pillars of the university’s strategic plan is people. The importance of people to the institution is well reflected in the operating budget, as 78% of annual operating expenditures are allocated to support people (salary and benefit costs).

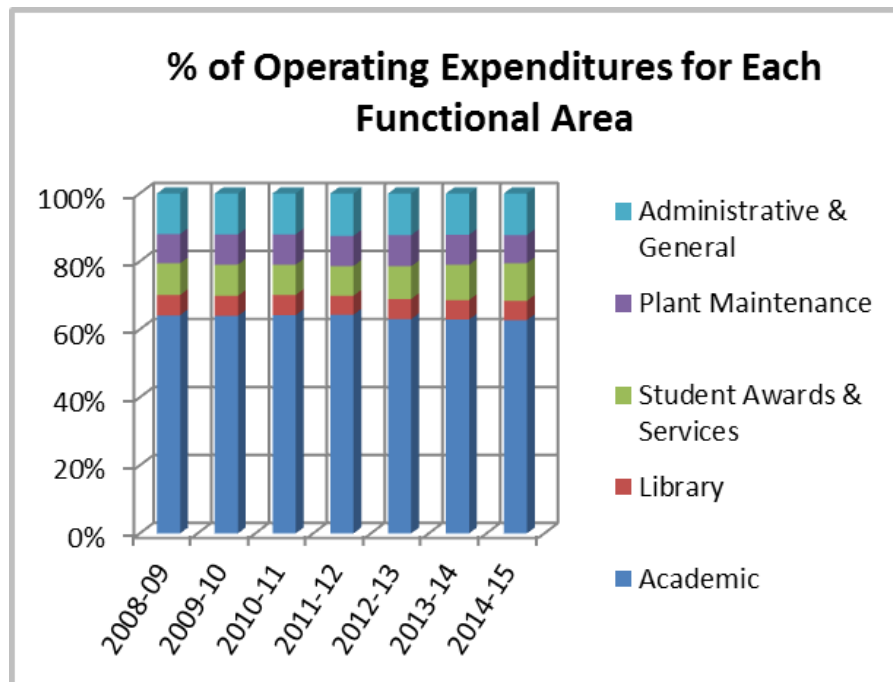


In keeping with the mission of the university, ~80% of the total operating budget is allocated to academic areas including faculties, research, library, student financial aid and student services, with the

remaining ~20% allocated to facilities and support functions. The following chart outlines expenditures by functional area:



This allocation has remained consistent over the years as outlined in the following chart:



**(e) Operating Expenditure Plan**

The annual expenditure budget is adjusted each year first to account for known contractual, inflationary and other regulatory requirements. It is also updated to reflect the allocations to departments as a result of revenue that is collected specifically for their program (ATRS fees, faculty program fees etc.) as well as for commitments to faculties for specific targeted enrolment growth. For 2016/17 these total \$5.46M as follows:

Compensation (salaries and benefits) .....	\$5.22M
Building operating costs (Continuing Studies and McKinnon) .....	0.05M
Department revenue – fees and differentials .....	0.19M
<b>Total allocations .....</b>	<b>\$5.46M</b>

The University was notified in January 2016 that its application to the Canada First Research Excellence Fund (CFREF) has been approved to move to the final selection stage. This stage requires the university to submit a more detailed proposal including a budget and is due at the end of March. The University will not be informed whether its proposal is successful until the fall of 2016 and as such this budget plan does not yet reflect any operating funding implications as a result of the proposal – this will be included in the 2017-18 budget plan.

With the above allocations there remains \$2.89M in incremental budget available for allocation (\$8.35M incremental revenue less \$5.46M in allocations). As well there is \$3.50M in base budget from the 2015/16 financial plan that has not been committed to base allocations. Combined this provides \$6.39M in budget available for allocation as follows:

<b>TABLE 2 - (in millions)</b>	<b>2016/17</b>
Total incremental revenue	\$ 8.35
Plus	
Prior year's budget not committed to base	3.50
Less:	
2016/17 Expenditure allocations	(5.46)
<b>Funding available for allocation</b>	<b>\$ 6.39</b>

In order to maintain financial flexibility as outlined above in section "1b Financial Summary", only ~25% of this funding will be allocated on a recurring basis (base allocation) with the remaining funding to be distributed on a term or non-recurring basis for up to 3 years. Given this funding is a result of increased international enrolment, 80% of the amount available for base has been allocated to the Vice-President Academic and Provost (VPAC) to support enrolment and related priorities with the remaining 20% allocated to address other strategic priorities / pressures as follows:

<b>TABLE 3 - (in millions)</b>		<b>2016/17</b>
Funding available for allocation		\$ 6.39
Less:		
	Base allocation - Academic	1.32
	Base allocation - Strategic priorities	0.33
Budget not committed to base allocations		\$ 4.74

These base allocations leave \$4.74M uncommitted on a recurring basis. This level of uncommitted funding provides protection from enrolment decline roughly equal to 273 (~13%) undergraduate international students or 883 (~6%) domestic students in 2016/17.

Should enrolment levels be sustained over the 3 year period, the recommendation is to allocate an additional 15% to base in 2017/18 and another 10% in 2018/19 as outlined below:

<b>TABLE 4 - (in millions)</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>Total</b>
Academic - enrolment support	\$ 1.32	0.57	0.27	\$ 2.16
Strategic priorities	0.33	0.14	0.14	0.61
Total	\$ 1.65	0.71	0.41	\$ 2.77

Over this three year period this approach provides long term budget protection from fluctuations in FTEs as follows:

<b>TABLE 5</b>	<b># of FTEs</b>		
	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>
Base funding retained - (in millions)	\$ 4.74	\$ 4.10	\$ 4.07
International FTE fluctuation absorbed	273	232	225
or Domestic FTE fluctuation absorbed	883	749	729

The difference in number of FTEs is a result of the difference in tuition for a domestic student compared to an international student. Table 6 below outlines this same budget protection from fluctuations in FTEs but on a percentage of total FTE of the respective group:

<b>TABLE 6</b>	<b>% of Total Students</b>		
	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>
International Undergrad	13%	11%	11%
Domestic Undergrad	6%	5%	5%

Consistent with the integrated plan, the \$1.32M in funding for academic priorities in 2016/17 will be allocated to support:

- enrolments in the Faculties (Business, Engineering, Social Sciences, Academic Writing in the Humanities),
- library acquisitions, the Learning and Teaching Centre and Technology Integrated Learning; and,

- continued enhancements to the student experience including the LE, NONET program, student mental health, advising and counselling services.

The strategic priority funding of \$0.33M has been mainly allocated to support:

- Animal care positions in order to maintain research capacity and meet regulatory requirements (currently supported with non-recurring funds);
- communications across campus through funding for a digital signage position within marketing and communications to provide on-going support of digital signs across campus; and
- an additional Legal Counsel and a partial staff person in order to address additional workload as a result of increased requirements with respect to immigration and additional volume with respect to research and student activities.

#### (f) One Time Funding Allocations

The integrated planning process also reviews and makes recommendations on the allocation of one-time funding for the coming fiscal year. The above noted budget approach provides a stream of non-recurring funds for allocation as outlined in the following table 7:

<b>TABLE 7 - (in millions)</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>
Budget not committed to base allocations	\$ 6.39	\$ 4.74	\$ 4.10
Projected excess revenue over expenditures		0.07	0.38
Base budget allocations	(1.65)	(0.71)	(0.41)
<b>Non-recurring available</b>	<b>\$ 4.74</b>	<b>\$ 4.10</b>	<b>\$ 4.07</b>

These funds have been allocated to academic and other strategic priorities based on the following distribution:

<b>Table 8 - Non-recurring allocation - (in millions):</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>
Academic	0.84	0.27	-
Strategic priorities	3.90	3.83	4.07
<b>Total</b>	<b>\$ 4.74</b>	<b>\$ 4.10</b>	<b>\$ 4.07</b>

The non-recurring funds noted above are critical to maintain quality, address student demand and support areas of strategic priority (see table 9 below). The distribution of these non-recurring funds between academic and strategic priorities is based on ensuring a total allocation to VPAC of \$6,500 per FTE (base and non-recurring) in each of the next 3 years to support the international enrolment growth. Given this, the amount of non-recurring funding for academic priorities reduces as more base allocations are provided each year and the \$6,500 base amount per FTE is reached. As noted in table 4 above, at the end of the 3 year period there will be \$2.16M in base allocated to support enrolment growth of ~332 international students. This amount is consistent with the base amount that has been used in prior years to support student growth.

For 2016/17, one time funding will be used to support the following areas:

TABLE 9

Integrated Plan Priority Area	Strategic Area of Focus	Comments
Building on Excellence in Education for Undergraduate and Graduate Students	Student financial aid – Undergrad and Grad	Funding will be used to continue the enhanced entrance scholarship program as well as provide additional funding for graduate students through the faculty of graduate studies fellowship program.
	Health Services	To ensure the continuity of psychotherapy and other health care professional services on campus.
	Child Care	To ensure that the quality of the physical infrastructure of the current child care facilities continue to meet regulatory code requirements.
Building on Excellence in Research, Scholarship and Creative Activity	Library Acquisitions	To support the increasing costs of library subscriptions
	Research communication	To support the continuation of Ideafest
	Innovation Centre for Entrepreneurs (ICE)	ICE provides an on-campus incubator services for students, faculty, staff and recent grads. Funds will be used to support the fund while a review of the optimum structure is undertaken.
	Research information system	Acquisition and licensing for a robust research information system which will enhance intuitional information for grant applications and enhanced planning tools
	Orientation program	This funding will be used to continue the 6 week student orientation program that was piloted in 2014-15 that focuses on: building engagement in our community, academic preparation, and peer mentorship.
Building on Strengths in People: Recruitment, Retention and Engagement of Faculty and Staff	Faculty recruitment	To help faculties recruit talented professors through providing immigration support and advisory services given recent changing Canadian immigration requirements.
	Enhanced retirements support	Additional funding in order to ensure the current enhanced retirement education program can continue for the next 3 years. This program provides faculty and staff access to expertise to help plan retirement both financially and personally.
	Equity	Funding for the implementation of the institutional employment equity plan



Integrated Plan Priority Area	Strategic Area of Focus	Comments
	Canada Research Chair (CRC) program	Funds will be used to help support the difference in actual costs for on campus CRCs relative to the external funding provided.
Aligning and Optimizing Resources Including Planning Tools and Transparency	Compliance	Funding required to support various external legal requirements including Microsoft licencing.
	Routine capital	Given reductions in provincial funding to support maintenance and renovations, funds will again be allocated to priority areas not funded by government.
	Capital priorities	Funding will be set aside to address approved capital priorities as outlined in the capital plan.
Internal and External Communications and Engagement	UVic Edge project	Funding will be used to implement the UVic edge plan and enhance reputational advancement including regional and national adverting, social media programs, etc.
	University position statement and internal communication plan	To address university-level positioning and strategic communications and to fulfill the institution's internal communications mandate and to build capacity for issues management.
	Web services and digital signage	Funding to continue to support web administration and standardization projects and digital signage.
	Policy development	To provide support for an expedited policy renewal project.

### (g) Routine Capital Funding

Annually, the provincial government provides post-secondary institutions with funding for the maintenance, renovation, and upgrade of institutional academic facilities. In 2013/14, the government revised the program that supports this renewal work. In addition to a name change to routine capital, funding is now provided in two separate streams. For maintenance projects under \$250,000 and minor renovations under \$50,000, institutions are provided envelope funding for minor maintenance and rehabilitation. Envelope funding means that institutions have full discretion over the allocation of the funds in this category. For maintenance projects of \$250,000 and over and renovations costing \$50,000 or more, these projects are considered major maintenance and rehabilitation (MMR). Commencing in 2016/17, for MMR projects government will now provide institutions with a notional allocation and each institution will then submit specific projects for approval against this allocation. This revised process allows the institution a little more flexibility with respect to these funds but also ensures, through the requirement for Ministry approval, that provincial

priorities are addressed (currently the primary provincial priority is deferred maintenance).

The envelope funding for minor projects is projected at \$625,000 for 2016/17. This amount is comparable to the prior year and represents a fraction of the funds that were previously provided (2008/09 - \$6.6M) for institutional allocation. Previously, the university had spent between \$1.7 and \$2.0M of the original \$6.6M in funding just for cyclical maintenance and even that, unfortunately, was not enough. If this budget was reduced proportionately to the reduction in government funding, the university would only have \$0.2M for cyclical maintenance. As well, the focus for government for the major maintenance funding is to address larger deferred maintenance projects and not for renovations to address program or other requirements. Given these facts, investment in capital improvements remains as one of the priorities for non-recurring funding in 2016/17 (as noted in table 9 above) and \$1.7M has been earmarked for this purpose.

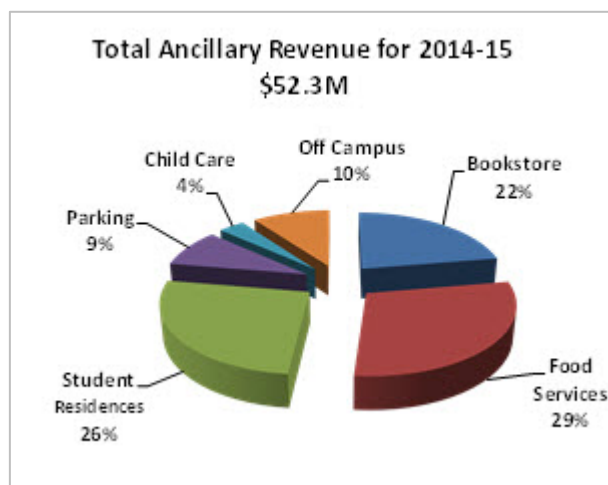
The allocation of this funding is coordinated annually through the office of the Vice- President Finance and Operations. Facilities Management sends a request to each department on campus for their ranked list of projects. Cost estimates are then developed and summary reports are prepared. Maintenance projects over \$250,000 and renovation projects over \$50,000 are submitted to government as part of the approval process noted above. Projects under these thresholds are approved by the Vice-President Finance and Operations and the Vice-President Academic and Provost, based on overall campus priorities and rankings from the departments.

While the university no longer receives flexible institutional funding (\$6.6M noted above) to address deferred maintenance and renovation priorities in 2015/16 government provided funding to address various specific deferred maintenance projects, phase 1 of Elliot Laboratory Upgrades and funding toward McKinnon renovations. As well the 2016/17 provincial budget shows there will likely be higher investments in capital in the next 3 years. This funding is welcome support but does not alleviate the need for the university to also allocate funding to address deferred maintenance and renovations. This requirement is two-fold: firstly the Ministry requires that institutions contribute at least 25% to each project that they approve and secondly the focus of government funding will be deferred maintenance and therefore institutional funding will be required to address program changes where considered a priority.

## 2. Ancillary Budgets

An ancillary operation is a unit or department within the university that is required to be financially self-sufficient. That is, each operation must generate sufficient revenue to not only cover its annual operating costs, including utilities and maintenance, but also provide for the renovation, maintenance and replacement of its physical assets including any required debt servicing costs.

Revenues from ancillary operations in fiscal 2014/15 totaled \$52.3M or about 9% of the entire operations of the university. This revenue comes from a variety of operations such as housing, food, bookstore, parking, child care and off-campus operations.



The majority of revenue for an ancillary operation comes from the sale of services or products. For

2014/15, this source of revenue accounted for ~90% of total ancillary revenue. Other revenue includes government grants (namely child care - ~3%) and investment income (~3%).

The following sections outline the proposed ancillary budgets for 2016/17 along with the corresponding fee increases that require board approval.

#### (a) Residence Services

Residence Services provide on-campus accommodation to students and visitors to campus. Accommodation is provided through 21 dormitory buildings, 121 cluster units for single students and through 181 self-contained units (apartments and town houses) for students with families. Table 10 summarizes the current year budget and the proposed Residence Services budget for the next 3 years.

**Table 10**

<b>Residence Services</b>	<b>Budget 2015-16 (000s)</b>	<b>Proposed Budget 2016-17 (000s)</b>	<b>Projected Budget 2017-18 (000s)</b>	<b>Projected Budget 2018-19 (000s)</b>
<b>Total Revenue</b>	<b>\$14,524</b>	<b>\$15,204</b>	<b>\$16,002</b>	<b>\$16,609</b>
Salaries and Benefits	\$4,294	\$4,396	\$4,529	\$4,654
Operating Expenses	\$4,746	\$4,932	\$5,121	\$5,319
Debt Servicing	\$2,744	\$2,393	\$2,393	\$2,393
Capital projects	\$4,000	\$5,000	\$5,000	\$5,000
<b>Total Expenditures</b>	<b>\$15,784</b>	<b>\$16,722</b>	<b>\$17,043</b>	<b>\$17,366</b>
<b>Loan / Draw from capital reserve</b>	<b>-\$1,260</b>	<b>-\$1,518</b>	<b>-\$1,042</b>	<b>-\$757</b>

As outlined in the 2015/16 budget framework document the Residence Services Department (RSD) completed a comprehensive review of the residence infrastructure (buildings) by VFA Canada which indicated that at that time there was \$119M in current and future required maintenance. It was clear from this review that a comprehensive plan was required in order to prevent an irreparable decline in residence building conditions and thereby a decrease in total capacity. A decrease in capacity would be a significant impact on enrolment as living in residence is an important motivator in a student's decision to enrol at UVic with 35% of first year students indicating that the availability of residence was "very important" or "somewhat important" in their decision to attend compared to 20% of first year students at all other universities. Not only is it an important motivator, but UVic enjoys a much higher incidence of use of residences: 72% of first year students at UVic lived in residence compared to 44% at all other universities. As well, improving conditions before there is irreparable decline will help ensure students continue to be satisfied with residences.

Currently UVic students are satisfied with their experience in residence with 84% reporting being “very” or “somewhat satisfied” with residences (comparable with others where 83% satisfaction is reported).

Given the above, the RSD developed a 10 year prioritized deferred maintenance plan with a total cost of \$82M. The plan was developed with the following goals:

- Address all health and safety issues as a first priority
- Maintain and improve the building facilities conditions ; and
- Upgrade amenities and living conditions for students

In order to address deferred maintenance, a 10 year residence plan was developed. In developing the plan it was clear that in order to have sufficient funds to support the deferred maintenance program, residence rates would need to increase. The following table outlines the residence rate increases that were presented to the Board in 2015/16. The 2015/16 rate was approved with the remaining supported in principle:

Residence Rates	Y1 2014-15	Y2 2015-16	Y3 2016-17	Y4 2017-18	Y5 2018-19	Y6 2019-20	Y7 2020-21	Y8 2021-22	Y9 2022-23	Y10 2023-24
<i>UVic % Increase</i>		13%	6%	6%	4%	4%	4%	4%	4%	4%
UVic Average	\$ 4,094	\$ 4,626	\$ 4,904	\$ 5,198	\$ 5,406	\$ 5,622	\$ 5,847	\$ 6,081	\$ 6,324	\$ 6,577
<i>Other Institutions % Increase</i>		3%	3%	3%	3%	3%	3%	3%	3%	3%
Other Institutions Average	\$ 5,831	\$ 6,006	\$ 6,186	\$ 6,372	\$ 6,563	\$ 6,760	\$ 6,962	\$ 7,171	\$ 7,386	\$ 7,608
<b><i>UVic vs Other Institutions</i></b>	<b>70%</b>	<b>77%</b>	<b>79%</b>	<b>82%</b>	<b>82%</b>	<b>83%</b>	<b>84%</b>	<b>85%</b>	<b>86%</b>	<b>86%</b>

Work commenced in 2012 and to date has included window restrictions, balcony upgrades, railings, electrical and fire safety system upgrades, roof repairs, emergency lighting, etc.

The table also provides a comparator to other university residences rates and when this was completed UVic was ~30% below the average of other comparable institutions and projected to be 14% below at the end of the 10 year plan. In comparing our approved 2015/16 rates against other institutions, depending on the bed type, we range from 18-26% below comparators.

The budget in table 10 on the previous page reflects a 6% increase as outlined in the 10 year plan. This level of funding provides \$5.0M to address the following projects in 2016/17:

- McGill residences exterior envelope, windows, roofs and interior finishes
- Family housing deck replacements;
- Gordon Head fire alarm and electrical system;
- Brown and Poole windows replacements; and
- Other various minor renovations (carpets, paints, stairs, furniture etc.)

The planned expenditures for renewal over the three year planning cycle totals \$15.0M This exceeds the amount of revenue available each year after operating expenses requiring RSD to draw down their capital reserve to fund these expenditures (see table 10 above).

The term rates resulting from the proposed 6% increase for 2016-17 will apply to single student housing as per the attached appendix 2. Family Housing rates are limited by our loan agreement with BCHC under their Low Income Housing Subsidy Program. Rental increases are limited to the percentage of rental increase experienced in the Metro-Victoria area as surveyed and reported by CMHC for October 2015. As

family housing continues to be subsidized by single student housing and is generally priced below market, the proposed increases for 2016-17 are equal to the maximum allowable increases permitted under the agreement for some housing types and range from 0.0% to 2.4% and also outlined in appendix 2.

While the Board approves fees on an annual basis, the request for residence fee increases is for 2016-17 with approval in principle of the remaining 7 years of the plan.

#### (b) Food Services

Through 11 unique outlets on campus, University Food Services (UFS) provides a variety of on-campus food choices to faculty, staff, student and visitors to campus. They also provide on-campus catering for university functions. Given the current review and potential restructuring of the food services operations, Table 11 below provides the projected budget for 2016/17 only whereas normally 3 years would be provided.

**Table 11**

<b>Food Services</b>	<b>Budget 2015-16 (000s)</b>	<b>Proposed Budget 2016-17 (000s)</b>
<b>Total Revenue</b>	<b>\$18,540</b>	<b>\$17,387</b>
Salaries and Benefits	\$8,976	\$8,638
Operating Expenses	\$8,640	\$8,734
Debt Servicing	\$821	\$592
Provision for Capital & Reserves	\$102	\$0
<b>Total Expenditures</b>	<b>\$18,540</b>	<b>\$17,964</b>
Projected Deficit	\$0	-\$578

The food service operation ran a deficit in 2014/15 and is expected to have a deficit in 2015/16 although slightly smaller than the previous year. In order to manage these shortfalls moving forward a restructuring is needed that includes refinements in staffing, food cost management and pricing to ensure that expected profitability can be achieved. Work is currently underway to begin to address the operational changes required.

Given that restructuring efforts will take time, this budget projects a deficit for 2016/17. At the end of 2014/15 food services had a reserve of \$556,000. This reserve will likely be fully utilized in 2015/16 to cover a projected annual shortfall. Starting in 2016/17 the operations will be required to pay interest on the outstanding deficit to ensure there is no financial impact on the operating fund. The term for repayment of this shortfall will be considered as part of the overall restructuring plan noted above.

Based on initial restructuring work already undertaken, revenue in 2016/17 is projected to decrease ~6% from the prior year's budget. This decrease reflects the expected need to make changes to the operating hours of some outlets (e.g., significant reduction of operations over summer months) over the next year to move the operation towards financial sustainability.

Capital expenditures for the coming year will be very modest consisting of the conversion of two poorly

performing venues into concepts with refreshed menus and offerings that better reflect tastes and trends.

**(c) Parking Services**

Parking Services receives revenue from parking passes, meters and fines to cover the cost of operations including:

- a contribution toward the student UPASS bus pass program;
- parking lot maintenance and repair;
- patrol costs;
- travel choices programs (also known as traffic demand management or TDM); and
- capital cost of new/expanded parking capacity.

The following Table 12 summarizes the proposed Parking Services budget for 2015/16, as well as projections to 2018/19.

**Table 12**

<b>Parking Services</b>	<b>Proposed Budget 2015-16 (000s)</b>	<b>Projected Budget 2016-17 (000s)</b>	<b>Projected Budget 2017-18 (000s)</b>	<b>Projected Budget 2018-19 (000s)</b>
<b>Total Revenue</b>	<b>\$4,624</b>	<b>\$4,844</b>	<b>\$4,925</b>	<b>\$5,051</b>
Salaries and Benefits	\$1,546	\$1,575	\$1,603	\$1,635
Operating Expenses	\$1,071	\$1,114	\$1,127	\$1,136
Capital, Provision for Reserve and TDM	\$2,008	\$2,154	\$2,194	\$2,280
<b>Total Expenditures</b>	<b>\$4,624</b>	<b>\$4,844</b>	<b>\$4,925</b>	<b>\$5,051</b>

The proposed budget for 2016/17 reflects a rate increase of 3% as well as modest increases in the number of annual permits sold. Rate increases are required to ensure that:

- rates continue to reflect the true cost of parking;
- sufficient capital reserves are built to address future supply needs and infrastructure maintenance;
- an appropriate level of funding is available to support a comprehensive travel choices program; and
- the monthly cost of parking aligns with the monthly cost of taking transit (sustainability goal).

The tiered rate structure for fines introduced in 2015/16 will continue.

The parking budget provides funding for a number of initiatives under the Travel Choices program that promote sustainable transportation options and assist in managing parking demand on campus. They include Bike to Work Week sponsorship, regular cycling infrastructure improvements, the subsidized employee monthly bus pass program, a partnership with MODO the car share co-op, as well as the availability of electric vehicle and electric bicycle charging stations, Zipcar, Jack Bell rideshare and carpooling options, all of which are supported by various educational, committee and communication activities.

The Campus Bike Centre is fully established as the cycling hub on campus with lockers, racks, two repair stations and the SPOKES bike loan operations. Regular communications and promotions continue to profile the centre's features and to increase its use. As the Bike Centre is a popular destination for cyclists, the installation of change rooms is planned for the 2016-17 fiscal year. SPOKES's popularity is also growing with over 500+ bikes out on loan. Since September 2015, an operational grant has been provided to SPOKES for a student Work Study Resource Coordinator position. In conjunction with BC Transit, a new bus stop at the south end of campus is scheduled to be installed for the convenience of transit users. Advocacy for future service additions and routes to serve the campus community is ongoing.

The October 2014 campus traffic survey results indicated that the split between the different modes of travel remained relatively unchanged for the last 5 years. Updated information will be available from the 2016 survey. Progress on achieving the 2014 - 2019 Sustainability Action Plan goal to increase transit, cycling and carpooling to 70% of the campus travel modal split, from the current 60%, will require ongoing consultation with stakeholders on possible new measures to influence campus travel patterns. A progress report on the Action Plan that is to be completed in the fall will highlight new program opportunities.

Program funding in the next year will be used to support the following initiatives/projects:

- installation of new bike racks at Engineering (EWB, ELC), Continuing Studies, McPherson Library, and improvements to the bike parking facilities for CARSA;
- construction of change rooms in the Campus Bike Centre;
- support for the SPOKES Resource Coordinator position;
- introduction of a business-use pilot program with Modo, to provide for the use of car share vehicles by Legacy Art Gallery staff; and
- liaison with BC Transit on opportunities to increase transit use and convenience.

A 3% increase in parking rates will raise the annual general parking permit to \$476.00 a year, maintaining the goal of price comparability between a general parking pass and the subsidized monthly bus pass. The evening parking rate will increase from a maximum of \$2.50 to a maximum of \$3.00. This increase will align the evening rate to the equivalent of 2 hours of parking during the day.

The parking rates resulting from the increases noted above are contained in Appendix 3. These rates will be effective September 1, 2016. All parking passes expire August 31 of each year.

#### **(d) Child Care Services**

Child Care Services, directed by Student Affairs and overseen by an advisory committee, operates six centers at UVic. The university currently provides an annual subsidy to the program by funding the director, one office staff person and their office supplies as well as some building costs and a portion of the salary costs of the day care workers. The total subsidy is ~\$0.5M per year.

The following Table 13 summarizes the proposed Child Care Services budget for 2016/17, as well as projections to 2018/19.



Table 13

<b>Child Care</b>	<b>Budget 2015-16 (000s)</b>	<b>Proposed Budget 2016-17 (000s)</b>	<b>Projected Budget 2017-18 (000s)</b>	<b>Projected Budget 2018-19 (000s)</b>
<b>Total Revenue</b>	<b>\$1,735</b>	<b>\$1,727</b>	<b>\$1,756</b>	<b>\$1,786</b>
Salaries and Benefits	\$1,539	\$1,440	\$1,466	\$1,492
Operating Expenses	\$191	\$283	\$286	\$290
Reserve Allocation	\$5	\$4	\$4	\$4
<b>Total Expenditures</b>	<b>\$1,735</b>	<b>\$1,727</b>	<b>\$1,756</b>	<b>\$1,786</b>

The above budget includes fee increases ranging from 3% in children aged 18 months to 5 years to 5% in infant care, after school care and summer fun programs. The recommended fee increases are required to cover cost increases. At the above fee levels, UVic rates will continue to be comparable to rates at UBC, SFU and Camosun College. The overall budget reduced slightly from 2015/16 levels as the number of spaces for the after school program had to be reduced as a result of licensing requirements.

See Appendix 4 attached for the 2016/17 schedule of child care fees effective May 1, 2016.

**(e) Bookstore**

The University Bookstore receives revenue through the sale of textbooks, books, computers, supplies (including food and beverages), and services such as regalia rental to students, faculty, and staff.

The following Table 14 summarizes the proposed Bookstore budget for 2016/17 as well as projections to 2018/19.

Table 14

Bookstore	Budget 2015-16 (000s)	Proposed Budget 2016-17 (000s)	Projected Budget 2017-18 (000s)	Projected Budget 2018-19 (000s)
<b>Total Revenue</b>	<b>\$11,596</b>	<b>\$11,702</b>	<b>\$11,518</b>	<b>\$11,339</b>
Salaries and Benefits	\$2,198	\$2,127	\$2,093	\$2,060
Cost of Goods Sold	\$9,148	\$9,310	\$9,162	\$9,016
Operating Expenses	\$231	\$240	\$243	\$245
Reserve Allocation	\$20	\$24	\$21	\$18
<b>Total Expenditures</b>	<b>\$11,596</b>	<b>\$11,702</b>	<b>\$11,518</b>	<b>\$11,339</b>

The overall budget for the bookstore is expected to increase slightly in 2016/17 (over last year's budget) and then to decline for the next 2 years. This overall decline in projected revenue reflects anticipated reduced sales in physical book sales over the 3 year period. The projection in 2016/17 is expected to increase slightly due to an increase in merchandise sales which will mitigate the physical book reduction. Over the following two years, the continued decline in physical book sales is expected to be greater than the increase in merchandise sales. There will be a continued focus on sourcing new concepts such as pop-up retail and community partnerships and to add additional services to help offset the decline in physical book sales. With respect to the computer store, there are no longer sales of Apple computers and sales to faculty and staff have fully transitioned to ordering through purchasing services in 2015/16. The computer store will cease selling select educational software licenses due to the high cost of labour in managing distribution and has also eliminated service repairs. The new mandate for the computer store will be to focus on higher margin computer accessories and basic laptop retail sales.

#### (f) Off campus properties

The university has two profit-oriented subsidiaries: Heritage Realty Properties and the Vancouver Island Technology Park. Heritage Realty Properties manages the rental properties and downtown hotel and brew-pub which were donated to the university by the late Michael C. Williams. The Vancouver Island Technology Park (VITP) is a research park which leases space to high-technology companies on Vancouver Island. Both these entities have Boards that oversee and approve their annual budgets. These entities, which are recorded in the university's financial statements on an equity basis, are considered investments of the university. Heritage Realty Properties, including properties owned directly by UVic, provides an annual return to the university, projected to be at least \$900K, which is invested in university initiatives consistent with the wishes of the donor. A financial return to the university from VITP is also expected each year of at least \$600K. The amount for both entities is based on a 5% return on the value of the property net of outstanding debt.

### 3. Specific Purpose Funds

The specific purpose fund is composed of revenues and expenditures from:

- The University of Victoria Foundation;
- Non-operational department grants from external sources provided for designated purposes (department revenue);
- The Foundation for the University of Victoria;
- The US Foundation;
- Long-term disability trust; and
- UVic Industry Partnerships (UVic IP).

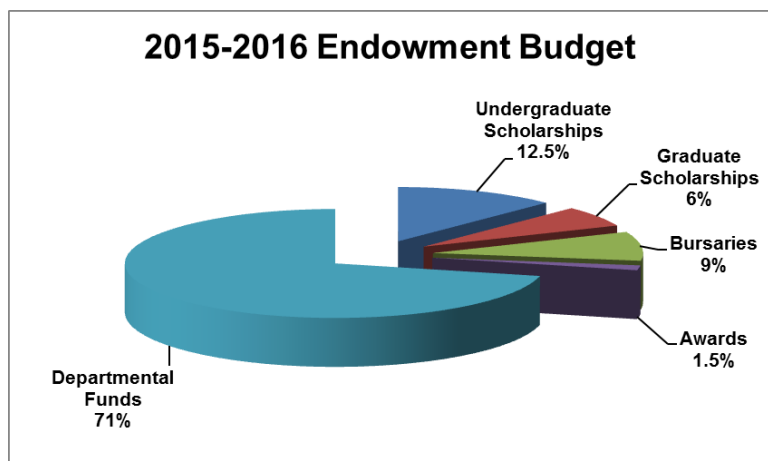
Total revenue for specific purpose increased \$3.5M in 2014/15 mainly as a result of investment income within the Foundation which was up \$4.8M over the previous year. This was offset by a decline in fees for non-credit programming of \$1.5M for executive business program which is now recorded in a separate entity. The majority of revenue (96.3% in 14/15) in the specific purpose fund is either departmental revenue or revenue of the University of Victoria Foundation.

**Departmental revenue** is mainly derived from external grants designated for specific purposes such as executive programs in business and fees from academic and administrative conferences held by departments and are generally non-recurring in nature.

**Revenue from the UVic Foundation** is comprised of investment income and gains and losses on investments, which by their nature are cyclical and therefore fluctuate year to year. Given the unpredictable nature of revenue within this fund, it can vary considerably from year to year. For example, UVic foundation revenue was 9.1M in 2011/12, \$28.0M in 2012/13, \$45.2M in 2013/14 and \$48.7M in 2014/15.

The University of Victoria Foundation holds and invests funds raised for endowment purposes. As at December 31, 2015, there were a total of 1,226 funds with a market value of \$393.6M. Annually, the Foundation Board approves a distribution (budget) from the Foundation to the university based on the terms of each endowment fund and the overall spending policy of the Foundation.

For 2015/16, the total Foundation distribution was \$13.9M and was allocated as follows:



The Foundation distribution budget increased by 9% in 2015/16 or ~\$1.1M. This was largely as a result of the inflation adjustment on the endowment principal and some funds getting an increase in distribution from 4.0% to 4.5% given strong financial markets in 2014/15. The distribution budget for the foundation is based on:

- 4.0% of inflation adjusted principal; plus
- an additional annual spending of 0.5% to those funds whose value was greater than 108% of inflation adjusted principal.

For 2016/17 the budget is expected to grow again by inflation however some funds will no longer receive additional annual spending given weak financial markets in 2015. The budget for 2016/17 is approved by the Foundation in May.

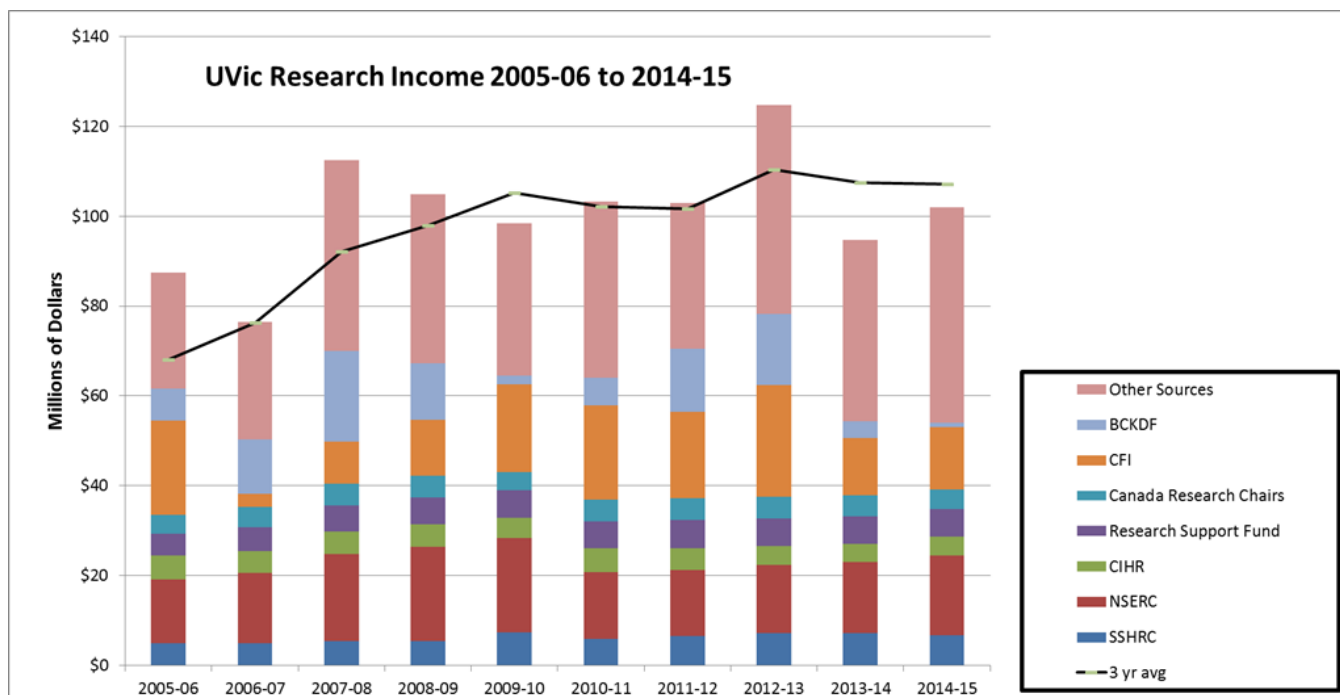
#### **4. Sponsored Research Funds**

##### **(a) Research Income 2005/06 to 2014/15**

There are five major categories of sponsored research funds: 1) competitively adjudicated funding from the Tri-Agencies; 2) Research Support Funds (RSF) from the Tri-Agencies; 3) Canada Research Chairs (CRC) program; 4) competitively awarded major research infrastructure support from the Canada Foundation for Innovation (CFI), the BC Knowledge Development Fund (BCKDF), and other sources; and 5) other sources including research agreements and contracts with governments, foundations and industry as shown in the bar chart below.

In 2014/15, UVic received \$102M in external research funding (including income from the RSF for indirect costs of research). The fluctuations in overall funding over the last five years are due to the timing in cash flow from CFI and BCKDF in support of our large infrastructure projects. The three year rolling average more accurately represents the stable level of external research funding at or above \$100M over the past 5 years.

Over the 2010-2015 period the amount of funding from the federal Tri-Agencies (i.e., NSERC, SSHRC and CIHR) has been steady. We continue to see growth in funding from a diversity of programs from sectors such as government agencies, non-governmental organizations, and industry.



### (b) National and World Rankings

UVic's recognition in international university rankings has improved over the past decade. In 2015 UVic was ranked in the 201-250 category in the Times Higher Education (THE) World University Rankings, placing the university among the world's top colleges and universities. As a relatively young institution, this success was recognized in 2012 and 2013, when THE ranked UVic 11th and 20th globally (respectively) and first in Canada among universities less than 50 years old. UVic has been recognized in the Leiden University Rankings for the highest proportion of internationally co-authored research of any university in Canada since the beginning of that ranking criteria in 2011. Leiden's 2015 rankings place UVic science and engineering first overall in Canada for a university without a medical school. Using bibliometrics, the Leiden rankings place UVic third in Canada overall for scientific impact, and first in the broad fields of mathematics and computer science, and physical sciences and engineering. UVic also placed fourth overall in Canada for collaboration. The 2015 QS Subject Rankings rank UVic at world-class level in 29 of 36 subject areas—and in the top 200 internationally in six subject fields: English language and literature, Earth and marine sciences, geography, law, philosophy, and psychology. UVic is tied for fourth in Canada with five researchers in the 2014 Thompson Reuters Highly Cited list, representing the top one per cent of most-cited researchers for their subject field and year of publication.

### (c) Research Funding Highlights

#### *Strategic Research Plan*

The Strategic Research Plan (SRP) 2016-2021 was completed in January 2016 and the implementation planning to operationalize the 35 objectives and 67 strategies is now underway. The OPR, with support from our SRP Project Officer, is developing a consolidated project chart to manage the annual implementation and reporting processes for the plan. A number of year one strategies are already in planning, including the implementation of a network of grants facilitators embedded in faculties, and an enhanced role for Associate Deans Research in institutional research planning.

### *Major Research Projects*

Development of the proposal is underway for the Canada Foundation for Innovation (CFI) Major Science Infrastructure (MSI) grant for operating funds for Ocean Networks Canada for the next 5 years. The proposal is due in April with notification in October 2016.

UVic has been selected to submit our “Integrative ocean-climate science to sustain Canada's marine natural resources” proposal to the second competition of the Canada First Research Excellence Fund (CFREF). Of the 51 LOIs received for the competition, 30 LOIs representing a total fund request of close to \$2.4 billion, were selected to move forward with a full proposal. The total available funding for this competition is \$900 million. Our LOI proposed a total budget of \$100M over the 7 years of the CFREF award. Development of the full proposal is now underway with the engagement of UVic’s outstanding researchers.

In mid-2015 UVic was awarded \$13.5M from CFI for phase two of the UVic-led Advanced Rare Isotope Laboratory (ARIEL) at TRIUMF, Canada’s national facility for particle and nuclear physics in Vancouver. ARIEL II infrastructure will strengthen Canada’s capabilities in particle and nuclear physics, and materials science and will add next-generation technologies to the accelerator to produce a wider variety of exotic isotopes at greater intensities.

The University submitted a hosting proposal to Compute Canada in Q4 2014 for computing equipment to be funded by CFI and BCKDF. UVic was awarded a system referred to as GP1 with funding of \$3M from CFI and \$3M from BCKDF. The BCKDF funding was confirmed earlier this month. The deployment plan for GP1 will have it in place by Summer 2016. UVic was awarded a system based on the quality of the EDC2 facility, our history of effectively running WestGrid equipment and certainly on the strength of the personnel in University Systems responsible for advanced research computing (ARC) on campus. The strength of research across campus that employs ARC from particle physics to health data analysis to digital humanities was also a major contributing factor. GP1 will be a cloud computing system with approximately 6,000 cores and 3 petabytes of disk storage.

## **5. Capital Fund**

The capital fund accounts for the revenues and expenditures that result from the acquisition or construction of major physical assets such as buildings or enterprise information systems. Given the project nature of the activities in this fund, revenues and expenditures can fluctuate greatly from year to year. For example capital revenue was \$6.8M in 2014/15, \$19.1M in 2013/14, and \$6.2M in 2012/13.

Major capital activity over the past year included:

### **1 Centre for Athletics, Recreation and Special Abilities and Renovations to McKinnon Gym (CARSA)**

The CARSA project includes the construction of the new CARSA facility with adjoining parkade as well as significant renovations to the McKinnon building. The construction of the new facility commenced in February 2013 and the building was occupied in May 2015. The renovations to the McKinnon building are now underway to support the needs of the School of Exercise Science, Physical and Health Education (EPHE). Given the significant amount of renovations needed the project will need to be completed over two summer periods in order that teaching is not impacted. Given this, renovations are expected to be complete by September 2016.



## **2 Continuing Studies expansion**

The detailed design for the Continuing Studies building expansion was approved by the Board in 2013/14 with construction commencing in August 2014. The project was completed in February 2016 with the building operational in March 2016. The addition will provide much needed expansion space to accommodate the Pathways Program for international students.

## **3 Elliot Science Teaching Lab Upgrades**

This project includes the upgrades of all the chemistry teaching labs in the Elliot Building. These labs were built in the 1960s and have not had significant upgrades since that time. In order to continue to meet teaching requirements this project has been broken into several phases. Phase I which included project planning and design occurred in 2014-15 and phase II construction totaling \$3.8M occurred in 2015/16. This project has been funded by the Ministry of Advanced Education through the Major Maintenance and Rehabilitation program referenced above. The hope is that final funding will be received in 2016/17 although approval will not be known until late spring.

The capital priorities approved in the 2015/16 capital plan for the next five years include:

- Student housing expansion and renewal;
- An addition to the Business and Economics Building (BEC);
- Additional space to address pressures within academic areas including Engineering and Computer Science to support this potential growth area, Science and Social Science;
- Renovation and expansion of the Saunders complex to address a shortfall of maintenance space;
- Build out of the Enterprise Data Centre to address capacity issues;
- Campus seismic and renewal program; and
- Elliot Building science teaching laboratory upgrades to address safety and functionality issues.

The capital plan is approved by the Board in June of each year.



## C. Financial Risks

This budget framework has been developed based on certain assumptions with respect to revenues and expenditures. Changes in these assumptions will have a financial impact that may affect the university's ability to implement some of the strategies outlined in this document.

These include:

- The province has not yet provided the funding letter for 2016/17. Given this fact, there is risk that the allocation may be a different amount than estimated for in this budget;
- this budget has been developed on the assumption that the province will fully fund collective bargaining costs resulting from the latest round of bargaining. While we do have a confirmation letter and the funding has been provided for in the budget allocation made by government to the Ministry of Advance Education there may be differences in the pro-ratio calculations.
- enrolment levels can be affected by the economy, competition, the world economic environment and demographics. Changes in these conditions can have a significant impact on enrolment revenues should, for example, international students choose to stay in their home country for post-secondary education. While this budget provides for financial flexibility by not allocating all the revenue generated from new international growth, enrolment could vary greater than the amount held for term allocations;
- utility and/or other non-salary expenditures may experience inflation beyond those provided for in this budget;
- the university has a total operating budget of approximately \$347M and total annual expenditures across all funds over \$567M. Within this total budget, there is limited flexibility to address significant unforeseen events;
- while the Federal/Provincial Knowledge Infrastructure (KIP) project addressed some of the aging infrastructure through the renewal of six of the oldest buildings on campus, overall building conditions remain an issue. Given the age of some buildings, the likelihood of large unexpected repairs is high. The university does not have funding set aside for such occurrences.
- While a positive impact on international investments, the weakening Canadian dollar over 2015/16 has had a negative impact on the University's purchasing power particularly with respect to library acquisitions, software licensing, facilities construction and other supplies. A sustained lower dollar or a worsening of the dollar will further erode purchasing power in these areas and may require realignment of resources.

## D. Compliance With Section 29 of The University Act

Section 29 of the University Act requires that the University may not have a deficit in any year. The determination of deficit is in accordance with the standards used in the preparation of the University's external, audited financial statements. As noted above, the University prepares its budgets and manages its financial activities using fund accounting. In order to be in compliance with Section 29 of the University Act, the University also completes a forecast of the expected results in accordance with the requirements of the University Act. At this time, and assuming that there will be changes in the assumptions used to calculate amortization expense, it is anticipated that the budget that will be developed within the context of the Budget Framework will result in small surpluses in each of the next three years.

### Appendices:

Appendix 1 – Schedule of Proposed Tuition Fees

Appendix 2 – Housing Fee Table

Appendix 3 – Parking Fee Table

Appendix 4 – Schedule of Child Care Fees

## Appendix 1: Schedule of Proposed Tuition Fees

<b>Schedule of Proposed Tuition Fees to be Effective May 1, 2016</b>				
		<b>Effective May 1, 2014</b>	<b>Effective May 1, 2015</b>	<b>Effective May 1, 2016</b>
<b>Undergraduate Tuition</b>				
<b>Tri Faculty</b>				
Per fee unit -	Domestic	343.94	350.80	357.84
	International	1,112.88	1,135.12	1,157.84
<b>Course Challenge</b>				
Per fee unit -	Domestic	171.97	175.42	178.92
	International	556.44	567.58	578.92
<b>HA 488 and HA 499 per unit</b>				
			437.21	445.95
<b>Business Faculty</b>				
Per fee unit -	Domestic		478.30	487.85
	International		1,471.96	1,501.40
<b>Engineering Faculty</b>				
<b>ENGR courses</b>				
Per fee unit -	Domestic		350.80	357.84
	International		1,135.12	1,157.84
<b>CENG, ELEC, MECH, CSC, SENG, BIOM</b>				
Per fee unit -	Domestic		388.18	395.95
	International		1,224.80	1,249.30
<b>Co-op Program</b>				
Per fee unit -	Domestic	649.46	662.46	675.70
	International	1,082.44	1,104.08	1,126.16
<b>Co-op work Term Challenge</b>				
	Domestic	324.73	331.22	337.85
	International	541.22	552.04	563.08
<b>Law Tuition</b>				
Full time, per term -	Domestic	4,514.34	4,604.62	4,696.72
	International	12,005.54	12,245.64	12,490.56
Part-time per unit -	Domestic	601.92	613.96	626.24
	International	1,600.74	1,632.76	1,665.42
<b>Graduate Tuition* (per term)</b>				
Full fee installment -	Domestic	1,786.10	1,821.82	1,858.26
	International	2,125.30	2,167.80	2,211.16
Half fee installment -	Domestic	893.05	910.90	929.13
	International	1,062.65	1,083.90	1,105.58
Non-degree -	Domestic	709.38	723.56	738.04
	International	846.22	863.16	880.42
<b>Graduate Re-registration Fees, per term until maximum completion limits</b>				
	Domestic	709.38	723.56	738.04
	International	846.22	863.16	880.42
Thereafter -	Domestic	1,786.10	1,821.82	1,858.26
	International	2,125.30	2,167.80	2,211.16

Page 2 of 4		Effective May 1, 2014	Effective May 1, 2015	Effective May 1, 2016
<b>MBA Tuition * per term</b>				
<b>Daytime Program</b>				
Full fee installment -	Domestic	3,845.66	3,992.58	4,001.02
	International	4,184.84	4,268.54	4,353.92
Half fee installment -	Domestic	1,922.83	1,961.29	2,000.51
	International	2,092.42	2,134.27	2,176.96
Non-degree -	Domestic	1,269.08	1,294.46	1,320.34
	International	1,381.00	1,408.62	1,436.80
<b>MBA Tuition * per term</b>				
<b>Evening Program -</b>				
	Domestic			
	Full-time	2,563.76	2,615.04	2,667.34
	Part-time	1,281.88	1,307.52	1,333.67
<b>Evening Program -</b>	International			
	Full-time	2,789.90	2,845.70	2,902.62
	Part-time	1,394.95	1,422.85	1,451.31
<b>MBA Re-registration Fees, per term</b>				
<b>until maximum completion limits</b>				
	Domestic	1,269.07	1,294.46	1,320.34
	International	1,381.00	1,408.62	1,436.80
Thereafter -	Domestic	3,845.66	3,922.58	4,001.02
	International	4,184.84	4,268.54	4,353.92
<b>MBA/JD *per term MBA fees</b>				
<b>until maximum completion limits</b>				
	Domestic			2,667.34
	International			2,902.61
Thereafter -	Domestic			1,320.34
	International			1,436.80
<b>Master of Global Business (MGB) fees</b>				
<b>per term</b>				
Full fee installment -	Domestic	6,494.60	6,624.48	6,756.98
	International	8,298.68	8,464.64	8,633.94
<b>MGB Re-registration Fees, per term</b>				
<b>until maximum completion limits</b>				
	Domestic	2,164.86	2,208.16	2,252.32
	International	2,766.22	2,821.54	2,877.96
<b>MA in Community Development (MACD-D)</b>				
<b>fees per term</b>				
	Domestic	2,543.72	2,594.60	2,646.48
	International	2,976.70	3,036.22	3,096.96
<b>MACD-D Re-registration Fees, per term</b>				
<b>until maximum completion limits</b>				
	Domestic	847.92	864.88	882.18
	International	992.24	1,012.08	1,032.32
<b>Graduate Co-op Work Term -</b>	Domestic	649.46	662.46	675.70
	International	770.70	786.12	801.84
<b>Health Informatics fee, per term -</b>	Domestic	4,368.74	4,456.48	4,545.62
	International	4,707.93	4,802.46	4,898.50
<b>Health Informatics re-registration fee</b>				
<b>until maximum completion limits</b>				
	Domestic	1,566.50	1,597.82	1,629.78
	International	1,678.46	1,712.02	1,746.26

Page 3 of 4	Effective May 1, 2014	Effective May 1, 2015	Effective May 1, 2016
<b>Master of Public Health (MPH) fees per term</b>			
Domestic	2,164.86	2,208.16	2,252.32
International	2,576.20	2,627.70	2,680.28
<b>Master of Public Health (MPH) Re-reg fees, per term</b>			
Domestic	721.62	736.06	750.78
International	858.74	875.90	893.42
<b>Double Degree in Nursing &amp; Health Informatics fees per term</b>			
Domestic	3,608.12	3,680.28	3,753.88
International	4,296.66	4,379.52	4,467.12
<b>Double Degree in Nursing &amp; Health Informatics Re-registration fee, per term</b>			
Domestic	1,202.70	1,226.76	1,251.30
International	1,431.22	1,459.84	1,489.04
<b>Double Degree in MEng/MBA and MSC (CompSci)/MBA</b>			
Domestic	4,093.24	4,175.10	4,258.60
International	4,461.62	4,550.86	4,641.88
<b>Double Degree in MEng/MBA and MSC (CompSci)/MBA Re-registration fee, per term</b>			
Domestic	1,364.42	1,391.70	1,419.54
International	1,487.22	1,516.96	1,547.30
<b>MEng Telecommunications &amp; Information Security - fees per term</b>			
Domestic	6,666.68	6,800.00	6,936.00
International	8,333.34	8,500.00	8,670.00
<b>Audit Fees per fee unit</b>			
Under age 65			
Undergraduate - Domestic	171.98	175.42	178.92
International	556.44	567.56	578.92
Graduate - Domestic	298.56	304.52	310.62
International	377.06	384.60	392.28
<b>Age 65 or over</b>			
Undergraduate	58.26	59.42	60.60
Graduate	98.10	100.06	102.06
<b>Graduate Certificate in Entrepreneurship fees per unit</b>			
Domestic	811.82	828.06	844.62
International	1,082.44	1,104.08	1,126.16
<b>Graduate Diploma in Entrepreneurship fees per unit</b>			
Domestic	811.82	828.06	844.62
International	1,082.44	1,104.08	1,126.16
<b>Graduate Certificate in Medical Physics fees per unit</b>			
Domestic	1,250.00	1,275.00	1,300.50
International	1,487.50	1,517.26	1,547.60

Page 4 of 4	Effective May 1, 2014	Effective May 1, 2015	Effective May 1, 2016
<b>Master's Certificate in Digital Humanities</b>			
fees per unit			
Domestic	1,000.00	1,020.00	1,040.40
International	1,200.00	1,224.00	1,248.48
<b>PhD in Health Informatics (HINF)</b>			
Domestic	5,100.00	5,202.00	5,306.04
International	6,069.00	6,190.38	6,314.20
<b>Grad re-reg fees, per term until maximum completion limits -</b>			
Domestic	1,683.00	1,716.66	1,750.98
International	2,002.78	2,042.84	2,083.68
Thereafter -			
Domestic	5,100.00	5,202.00	5,306.04
International	6,069.00	6,190.38	6,314.20
<b>Program Fees, per term:</b>			
Master of Business Administration (MBA)			
Daytime Program	500.00	510.00	520.20
Master of Business Administration (MBA)			
Evening Program	333.34	340.00	346.82
Master of Global Business (MGB)	933.34	952.00	971.06
Grad Certificate - Entrepreneurship	1,500.00	1,530.00	1,560.60
Grad Diploma - Entrepreneurship	1,125.00	1,147.50	1,170.46
PhD in International Management & Organization	500.00	500.00	500.00
Professional Specialization Certificate			
in Special Education	350.00	357.00	364.14
EPLS Counselling	350.00	357.00	364.14
MACD-I International Delivery	1,166.68	1,190.00	1,213.82
Double Degrees in MEng/MBA	428.56	437.12	445.88
Double Degrees in MSC(CompSci)/MBA	428.56	437.12	445.88
Indigenous Ed grad prog in Indigenous Revitalization	350.00	357.00	364.14
LATHE (Learning/Teaching in Higher Ed Certificate)			
Domestic	709.38	723.56	738.04
International	846.22	863.16	880.42
Child and Youth Care		350.00	357.00

## Appendix 2: Housing Fee Table

### Housing Fee Table

<b>Student Residences</b>			
	<b>2015-16 Current Per Term</b>	<b>2016-17 Proposed per Term</b>	<b>Percentage Increase</b>
Single Room	\$2,373	\$2,515	6.0%
Twin Room	\$1,816	\$1,924	6.0%
Standard Meal Plan	\$2,146	\$2,253	5.0%
<b>Cluster Housing</b>			
Single Cluster Room	\$2,751	\$2,916	6.0%

<i>For the academic year (September to April) these rates yield:</i>			
	<b>2015-16 Current</b>	<b>2016-17 Proposed</b>	<b>Percentage Increase</b>
Single room + Standard Meal Plan	\$9,037	\$9,536	5.5%
Twin room + Standard Meal Plan	\$7,922	\$8,354	5.5%
Cluster Room (no meal plan)	\$5,502	\$5,832	6.0%
<b>Family Housing (monthly)</b>			
	<b>2015-16 Current</b>	<b>2016-17 Proposed</b>	<b>Percentage Increase</b>
One bedroom apartment	\$798	\$815	2.1%
Two bedroom apartment	\$945	\$968	2.4%
Two bedroom townhouse	\$1,102	\$1,102	0.0%
Three bedroom townhouse	\$1,217	\$1,229	1.0%

Note: The above term rates include 24 hour, 7 days a week internet service to all rooms.

## Appendix 3: Parking Fee Table

The rates outlined below reflect the cost of purchasing the pass, expiring in August of each year, in the time-frame shown.

<b>2016-2017 Parking Fee Table</b>				
Purchased between dates:	September 01 and December 31	January 01 and April 30	May 01 and August 31	Monthly
University Centre Reserved Underground	\$1,903	\$1,275	\$628	N/A
General Reserved Parking	\$833	\$558	\$275	\$167
General Parking	\$476	\$319	\$157	\$95
General Student Parking	\$476	\$319	\$157	\$95
Motorcycle and Scooter	\$181	\$121	\$60	\$42
Flexible Reserved	\$583	N/A	N/A	N/A
Flexible General	\$333	N/A	N/A	N/A
Carpool	Annual Rate			
<b>2015-2016 Parking Fee Table</b>				
Purchased between dates:	September 01 and December 31	January 01 and April 30	May 01 and August 31	Monthly
University Centre Reserved Underground	\$1,848	\$1,238	\$610	N/A
General Reserved Parking	\$809	\$542	\$267	\$151
General Parking	\$462	\$310	\$152	\$90
General Student Parking	\$462	\$310	\$152	\$90
Motorcycle and Scooter	\$175	\$117	\$58	\$42
Flexible Reserved	\$566	N/A	N/A	N/A
Flexible General	\$323	N/A	N/A	N/A
Carpool	Annual Rate			



## Appendix 4: Schedule of Child Care Fees

	Current Rates 2015-16 (\$ per month)	Proposed Rates (\$ per month) effective May 1, 2016
<b>INFANT CARE – CHILDREN AGED 6 TO 18 MONTHS</b>		
Level A: Faculty/Staff	\$1,290	\$1,355
Level B: Students	\$1,190	\$1,250
<b>CHILDREN AGED 18 TO 36 MONTHS</b>		
Level A: Faculty/Staff	\$1,129	\$1,163
Level A (1): Faculty/Staff 3 day/week	\$755	\$778
Level A (2): Faculty/Staff 2 day/week	\$514	\$529
Level B: Students	\$1,017	\$1,048
Level B (1): Students 3 day /week	\$700	\$721
Level B (2): Students 2 day/week	\$477	\$491
<b>CHILDREN AGED 37 MONTHS TO 5 YEARS</b>		
Level A: Faculty/Staff	\$850	\$876
Level A (1): Faculty/Staff 3 day/week	\$599	\$617
Level A (2): Faculty/Staff 2 day/week	\$409	\$421
Level B: Students	\$712	\$733
Level B (1): Students 3 day/week	\$517	\$533
Level B (2) 2 day/week	\$361	\$372

<b>CHILDREN AGED 6 TO 12 YEARS – AFTER SCHOOL CARE</b>		
<b>Level A: Faculty/Staff</b>	\$354*	\$372*
<b>Level A (1): Faculty/Staff 3 day/week</b>	\$255*	\$268*
<b>Level A (2): Faculty/Staff 2 day/week</b>	\$189*	\$198*
<b>Level B: Students</b>	\$323*	\$339*
<b>Level B (1): Students 3 day/week</b>	\$240*	\$252*
<b>Level B (2): Students 2 day/week</b>	\$181*	\$190*
<b>SUMMER FUN PROGRAM</b>		
<b>Level A (staff)</b>	\$179 per week** or \$712 per month	\$188 per week** or \$748 per month
<b>Level B (students)</b>	\$169 per week** or \$672 per month	\$177 per week** or \$704 per month

\*(includes the additional costs of all school closures (spring break, pro-d, early dismissal, winter break, etc.)

\*\* no shared weeks in Summer as program options are full month or weekly enrollment.