

2018-2021

Planning & Budget Framework

Part I: Integrated Planning Framework

Part II: Budget Framework and Three Year Plan



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Part 1: Integrated Planning and Budget Framework

Planning Process

UVic's annual Planning and Budget Framework ensures alignment between the university's Strategic Framework and the academic and operational priorities along with their associated resource commitments in the immediate one to three years.

In fall 2017, President Cassels launched a Strategic Framework process including in-person and online consultations. While themes have emerged which will inform the new Strategic Framework and the university's priorities for the next five to ten years, at the time of this writing, the Framework is still in draft form. This Planning and Budget Framework is informed by those consultations and the priorities that have emerged thus far and it is anticipated that, as the Strategic Framework and its associated implementation plan is finalized, future Planning and Budget Frameworks will reflect those objectives and commitments for the coming decade.

Because UVic's Planning and Budget Framework and its related investments span one to three years, some priorities are continuations of previous investments, while others, which may have drawn to a close, are reviewed and revised based on experiences and lessons learned. This document sets out the areas of focus and opportunities for improvement in quality that the Integrated Planning Committee, led by the Provost, has identified for the coming three years. Rather than being a comprehensive document covering all university activities, this document is focused on areas of priority and investment between 2018 and 2021 and builds on the range of multi-year commitments initiated in previous years' Frameworks. The Integrated Planning process involves 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.

As a leading destination university, and based on our Strategic Framework consultations, UVic's vision is to be the Canadian research university that best integrates outstanding scholarship, engaged learning and real-life involvement to contribute to a better future for people and the planet. This vision is informed by our values which include:

- Excellence in all our endeavours
- Ethical and intellectual integrity
- Freedom of inquiry and freedom of speech
- Equity, diversity and inclusion

Within the context of maintaining our commitment to being a 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 for this Framework. While no new substantial growth is anticipated, quality enhancement, student demand and UVic's strategic priorities will continue to change the shape of our enrolment. In particular, the emerging Strategic Enrolment Management initiative will sharpen those goals related to our enrolment profile.

The academic and research goals of our faculty are the university's core activities. Modest growth and reallocation of the faculty complement to support areas of demand and strategic priorities will continue. In addition to supporting new Canada 150 and Canada Research Chairs, a new Division of Learning and Teaching Support and Innovation as well as enhanced research grant facilitation are continuing foci for the coming years. A more deliberate integration between our academic and research portfolios will continue in order to better support our faculty and a rich and diverse set of academic programs while ensuring students are exposed to and enriched by our research culture.

Last year, UVic's first Indigenous Plan was approved and launched, reaffirming our commitment to act on specific Truth and Reconciliation Commission calls to action to enhance educational opportunities for Indigenous students and to further develop initiatives and programs of education, research, outreach and engagement with an Indigenous focus. The Office of Indigenous Academic and Community Engagement brings together our academic and student support priorities, including the highly successful LE,NONET program.

Our Strategic Research Plan, Campus Plan, Communications and Marketing Plan, Employment Equity Plan and International Plan each continue to provide important direction within virtually all areas of the University. The Strategic Research Plan identifies eight areas of dynamic research capability and five priorities for action. The Campus Plan and the Sustainability Action Plan guide future decisions on the physical development and operations of the campus. The Campus Plan also provides an important decision-making Framework for open space, land use, built form and mobility on campus. The International Plan expresses UVic's ability to generate greater impact in four areas of international priority.

The priorities that have emerged from the Strategic Framework consultation process include:

- Intensify dynamic learning,
- Advance research excellence and impact,
- Cultivate an extraordinary academic environment,
- Promote sustainable futures,
- Foster respect and reconciliation, and
- Engage locally and globally.

These priorities will form the main thematic areas of this year's Planning and Budget Framework.

Context

The environment and financial model for post-secondary education in BC remains consistent with the past several years. Provincial operating grants for post-secondary institutions have increased in the current year (and are expected to in the next) to fund negotiated compensation increases following earlier years of grant reductions, however there is no additional lift to meet other inflationary pressures.

UVic has received positive signals from government on the expansion and funding of key program areas although it is expected that future investments from the province will continue to be highly

targeted. There exists uncertainty in future budgets as the post-secondary sector in BC learns more of the implementation of the Employer Health Tax. Domestic tuition fee increases are restricted to the rate of inflation, limiting UVic's ability to increase revenues. International tuition fees for undergraduate students and in select graduate programs at UVic are substantially below those of peer universities both in Canada and around the world. Consultations have taken place on international fees as well as an assessment of the range of supports and services that are needed to ensure access and success of the highest quality international students. A plan is proposed over the coming years to reset international fees and invest in supports and programs to ensure international student success.

Contractual obligations related to salaries and rising costs associated with library acquisitions and the impact of the lower value of the Canadian relative to the US dollar are examples of pressures that continue to constrain financial planning. These pressures have 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.

Within BC, a fifteen-year demographic trough which saw decreasing numbers of 18-24 year olds, is gradually ending. This is the traditional age group associated with undergraduate enrolments and, historically, UVic's largest demographic segment. Competition continues to intensify for new students, both domestic and international and UVic is responding by maintaining its focus on recruiting the best students and enhancing its unique, high quality student experience. Retention and engagement of existing students are key focus areas of our Strategic Enrolment Management initiative. Our branding, the Edge, continues to shape how communications and outreach activities help reinforce the message that UVic is a university of choice for the highest quality students from British Columbia and beyond. Graduate enrolment remains robust and will evolve incrementally, in alignment with research strengths including the thematic areas in the Strategic Research Plan.

Supports for all students, domestic and international, undergraduate and graduate, are essential for student success. Competitive funding and needs-based financial supports are key to excellence, access and affordability. Programs in support of student life, student mental health, advising and counselling services, and health services including services for students with disabilities will continue to receive significant attention.

International student demand has been very strong and while it would not be prudent to expect that such growth continues, it is expected that a higher than historical average of international students will continue to enroll. This enrolment is from a limited range of countries and is not distributed uniformly across the university. Our ongoing international recruitment tiering strategy has been successful in diversifying the range of students' countries of origin. Faculties are actively engaged in building pathway and laddering opportunities to increase the visibility and options for a wider range of program opportunities.

The refreshed International Plan expresses UVic's ability to generate greater impact in four primary areas of international impact: international development, health and education; science technology and sustainability; borders, trade, immigration, laws and government; and, arts, language culture and

history. A global perspective and strategy are fundamental to our university's functioning, identity and achievement of excellence. Building capacity at home and abroad, we will encourage every student to obtain an international experience that links them with the world and that supports their development as global citizens.

UVic's physical infrastructure requires further renewal and enhancement – priorities have been identified in the Capital Plan to address deferred maintenance and increase academic and research space for those areas with the greatest pressures. Student residences are also in need of expansion and renewal. Government funding for capital projects is limited and therefore fundraising as well as increased university resources will be important funding sources for these infrastructure priorities.

Strategic Priorities

The following priorities have emerged from the Strategic Framework consultation process:

(a) Intensify Dynamic Learning

The University of Victoria will be Canada's leader in research-enriched and experiential learning. Our focus on teaching excellence and an exceptional student experience will ensure that UVic students are transformed by their time at UVic, and are equipped for personal success and to contribute effectively as alumni and global citizens.

To ensure our curriculum delivers what students need for personal success and lifelong learning, the new Division of Learning and Teaching Support and Innovation will focus on improving supports to course delivery, ongoing curricular reviews and the development of program-level learning outcomes. The Division will support efforts across campus to further decolonize and internationalize curricula. Continued investments in educational technology, learning and teaching support as well as enhancements to classrooms and laboratories in need of renewal were initiated in previous years' Frameworks and will continue in the coming years. 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.

We will build further on UVic's leadership in engaged and experiential learning so that every student has the opportunity to be engaged in, and recognized for, a substantial experiential learning opportunity. UVic has a unique position as a leading Canadian institution that provides a wide range of experiential learning opportunities for students. Ongoing investments in experiential learning will be needed, particularly in areas of student enrolment demand as well as for work-term placements, internships and practica here and abroad for both domestic and international students.

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 initiatives focussed on improving student retention and engagement will inform our Strategic Enrolment Management approach.

A distinctive feature of the University of Victoria has been a focus on the integration of research and education. UVic's significant research impact relative to its size provides a strategic opportunity to engage all students in our research culture and activities. This integration will be further enhanced by aligning research and educational activities and capabilities as much as possible, as well as defining learning outcomes in terms of the skills and abilities of a researcher (inquiry, analysis, problem solving, communication, etc.). Further investment will be required to ensure that every graduate and undergraduate student benefits from the research activity and culture of the university, as well as the personal growth and career advantages of a UVic education.

As elaborated in previous years' Frameworks and as part of a multi-year commitment to change our overall enrolment profile, there will be continuing investments in support of our plans to grow the Faculty of Engineering, 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. Our proposed joint program in Common Law and Indigenous Legal Orders is attracting interest from provincial and federal governments as well as private foundations.

We will evolve high quality co-curricular and support programs based on research and international best practice that positively impact the student experience, resilience and persistence towards achievement of educational goals, timely graduation and fulfilling futures. Student success remains a key priority: student life programs; student mental health initiatives; sexualized violence prevention and awareness programs; and health services have all been identified as priority areas over the next three years.

Consultations have taken place on international fees as well as an assessment of the range of supports and services that are needed to ensure access and success of the highest quality international students. A plan is proposed over the coming years to reset international fees and invest in supports and programs to enhance international student success. Some of the key areas that international students have identified that could be expanded or improved include academic advising, counselling, language skills and work-study opportunities.

(b) Advance Research Excellence and Impact

The University of Victoria will excel in diverse forms of research and creative activity, innovation, and knowledge mobilization that advance human knowledge, improve and enrich lives, tackle global challenges, and promote the sustainability of the planet. We will heighten our place in the top tier of Canada's research-intensive universities.

The development of the Strategic Research Plan in 2015 provided UVic with the opportunity to reflect on our research strengths, the high calibre of our faculty, staff and students, and the significant impact of our research on BC, Canada and beyond. The implementation of the Plan, guided by annual plans, progress reports, and 'scorecards', enable UVic to build further strengths in priority areas with goals of achieving global prominence in strategic areas and achieving maximum impact.

A renewed approach to research communication, including government relations and advocacy work, will continue to ensure optimal outreach to key audiences and stakeholders, including our key research partners.

We will develop the ocean-climate campus initiative at Queenswood, bringing together key UVic research teams with government and private sector partners, with the goal of providing a unique research and solutions-oriented hub for ocean-climate research in Canada to address the critical societal challenges of climate change prediction, mitigation and adaptation. For the more than 200 people involved in this initiative, consolidation in a single, purpose-renovated facility will stimulate new and impactful research collaboration, access to training, and opportunities to engage with government and private sector partners.

Over the past year, several pilot programs have been implemented, including new guidelines for sustaining research chairs, particularly the Canada Research Chairs Program, and a coordinated grant facilitation program, with the goal of enhancing our research success. In addition, the acquisition, management, and sustainability of large scale research infrastructure will continue to benefit from central coordination and supports. To this end, we will continue to increase our appetite for risk, but in a focused and strategic way, and will consider the associated investments necessary to pursue and support more opportunities for external research collaborations, partnerships and funding.

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 to support our research intensity for students and faculty.

(c) Cultivate an Extraordinary Academic Environment

The University of Victoria will be recognized internationally as a university of choice for talented students, faculty and staff. People and place provide the foundation upon which we will continue to build an extraordinary environment for the creation, dissemination and mobilization of knowledge. Our beautiful Pacific coast location, inclusive and collegial culture, the influence of Indigenous and international perspectives, and our dedication to the highest standards of teaching, research and creative activity, and service make UVic the place where people want to learn, work, engage, and discover.

Recruiting and retaining the highest quality students, both undergraduate and graduate, is key to meeting our Strategic Framework goals, including enhancing the quality of our student body. As a destination university, attracting the best students from near and far will always require financial investments – we know that competitive multi-year entrance scholarship packages are key to meeting this objective. Robust graduate enrolments in research programs contribute to the academic and strategic objectives of the institution and so graduate students continue to be a strategic focus for the university. Our success as a research-intensive university and in particular our success in attracting outside funding from the research granting agencies depends on high quality and robust graduate enrolments. To achieve these goals, an enhanced and sustainable fellowship program that provides competitive funding to graduate students across research programs will be implemented

and further grown, in concert with the expectation that the provincial government will make this a priority for investment in the coming years as well.

As UVic continues to be a destination university with over 75% of students coming from outside the Victoria region, work is underway to expand Student Residences. On campus housing is an important component of student life and research shows it contributes to overall student success. Providing additional student accommodation will also help address affordable housing in the region as more students will live on campus thereby freeing space in the community. With one of the lowest vacancy rates in Canada, our students and people in the broader community are challenged to obtain affordable housing.

The Centre for Athletics, Recreation and Special Abilities (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 that assists in marketing the university as a desirable destination for all students, including student athletes. CARSA has also actively supported our community-university engagement priorities and is a critical component of our campus wellness strategy.

The Campus Plan guides future decisions on the physical development of the campus and provides an important decision-making Framework for open space, land use, built form and mobility on campus. Priorities for the coming years include completion of our first campus cycling master plan, design and development of the grand promenade, public realm improvements and a natural areas and grounds management plan. These priorities will help to make our campus more vibrant; enhance the natural and built environment; and create opportunities for more interaction and collaboration.

UVic's success in meeting its teaching, research and community engagement mission would not be possible without our excellent and dedicated faculty and staff. Recruitment, retention and engagement of faculty and staff remain a priority. For faculty in particular, continuing 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 within the constraints of the government; indeed some successes have been accomplished in this area as evidenced by the most recent UCASS salary survey which shows improvement in UVic's position relative to other universities.

While faculty, sessional lecturers, teaching assistants and other academic staff are responsible for teaching on our campus, many of our administrative and support staff are responsible for providing services to support student engagement and success as well as faculty research success. Staff contributions are a vital element of the extraordinary academic environment we have promised to our community. Timely and relevant professional development opportunities/training during the entire employment lifecycle from arrival through to retirement planning are ongoing areas of focus. We also continue with the implementation of our campus-wide Employment Equity Plan (2015-20) in support of our goal to be a diverse, welcoming learning community, with a demonstrated commitment to equity and fairness.

A key part of our Employment Equity Plan will see UVic promote and sustain an inclusive and positive working environment including an education and training plan to support staff and faculty. This will

be accomplished through professional development opportunities that focus on equity, diversity, inclusion and human rights as fundamental values of the university.

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. Higher education institutions are increasingly the target of cyber attacks. Over the coming years, we will make investments in information technology infrastructure to enhance security and increase capacity. UVic will continue to grow its role in supporting high performance computing for our researchers and research partners across the country. The growth in data and systems, primarily related to research and teaching, led us to expand the Enterprise Data Centre and we will support that growth in the future. Over the coming years, we will continue to invest strategically in the digitization of university processes and modernizing the classroom experience.

(d) Promote Sustainable Futures

The University of Victoria will be a global leader in environmental, social and institutional sustainability through our research, academic programs, campus operations, and the impact and influence of our students, faculty, staff, and alumni.

Over the coming three years, we will review, renew, expand and recommit to the Campus Sustainability Plan and initiatives and continue to carry out campus development and operations according to the highest standards of sustainability.

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 recent years, with the roll-out of the Enhanced Planning Tools (EPT) and initial revisions to our Budget Model, our planning and budgeting processes have become more transparent and data-informed to provide faculty, staff and leadership with the tools to facilitate planning and better align resources with university priorities.

Once again, for the 2018-19 academic and administrative planning cycle, all units on campus have used the EPT data to identify areas where investment is required. AVPs, Deans and Executive Directors have used the EPT data to prioritize their requests and likewise Vice-Presidents have used EPT data to identify and prioritize portfolio and institutional priorities at the Integrated Planning Committee. 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, this new system allows them to be used with greater transparency and rigour and be applied consistently across all academic and administrative units.

In conjunction with the development of Enhanced Planning Tools, we have reviewed our current budget process to determine if there are opportunities to improve transparency, inform good decisions, and provide for appropriate incentives. While work is still continuing, changes to position management provides units with some increased flexibility to better manage their staffing and budgets and changes to carry forward policy will provide funding for strategic purposes. Over the next year, work will be undertaken to provide better aligned incentives including reviewing how academic budgeting could be more closely tied to revenue drivers.

Philanthropy plays an increasingly important role in ensuring that the University of Victoria will provide a quality educational experience to students and build support for its research strengths. To further a culture of philanthropy, administrators, faculty, and staff are uniquely positioned to foster relationships with partners and promote a common understanding and appreciation for the value of philanthropy and importance of fund development in the advancement of the university.

The university has completed a review of its fund development program and has begun the implementation of recommendations that will strengthen relationships with potential donors and increase philanthropic support to the university over the coming years. A number of operational improvements are being implemented by redefining roles and re-allocating resources, but further investments will be required in order to achieve the objectives set out in the five year plan. A culture survey conducted as part of the review showed a willingness to adopt best practices as an institution. Adopting these practices will stimulate a shift in campus culture wherein all leaders, faculty and staff are better prepared to serve as philanthropic ambassadors within the organization and the community to identify and cultivate prospective donors and fund-raising volunteers.

(e) Foster Respect and Reconciliation

The University of Victoria will be a global leader in creating better opportunities for Indigenous students, entering respectful educational and research partnerships with Indigenous communities, and advancing respect, reconciliation and mutual understanding.

Last year, UVic's first Indigenous Plan was approved and launched, reaffirming our commitment to enhance educational opportunities for Indigenous students and to further develop initiatives and programs of education, research, outreach and engagement with an Indigenous focus. In the coming year, ongoing resourcing will support the Office of Indigenous Academic and Community Engagement to bring together our academic and student support priorities including the highly successful LE, NONET program. Key to this Office is increasing and regularizing the staffing capacity to support sustainable programs and services for our students as well as creating and nurturing meaningful and respectful partnerships with communities, governments and organizations. Support for First Peoples House is also a priority, to ensure a welcoming and inclusive campus environment and to educate the entire university community on promoting mutual understanding.

Within Faculties, the recruitment and retention of Indigenous students, faculty and staff will be supported with new investments. New academic programs, such as the joint JD/JID in the Faculty of Law, Indigenous Education in the Faculty of Education and an Indigenous Major in the Faculty of Humanities are all either planned or already underway. Pathway programs are being explored to improve access and success for Indigenous students. Supports are also being enhanced in the office of Co-operative Education and Career Services to ensure Indigenous students fully benefit from these programs.

(f) Engage Locally and Globally

The University of Victoria will be the preferred partner and a leader in local and global engagement. Working together for mutual benefit with community, private sector, government and other educational and research organizations, UVic will expand and inform its approach to engaged research, creative activity, learning, and knowledge mobilization to foster connections and co-create positive change for people, places and the planet.

We will continue to strengthen internal communications, engagement and the sense of community on campus, with senior leaders committed to improving internal communications and implementing various approaches that respond to the identified communication needs of staff and faculty in their areas.

Our university aspires to be a cornerstone of the community, committed to the sustainable social, cultural and economic development of our region and our nation. 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 industry.

UVic's reputation (and how we are reflected in international rankings) 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. We are investing in the development of strategies to communicate our distinct strengths, successes and achievements and to enhance our reputation as a university of quality and excellence.

The UVic Edge has produced a compelling narrative and a renewed commitment to more strategic communications and marketing on campus. It also guides how we 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. The development of a 2018-2021 Communications and Marketing Plan is underway and will build on the success and lessons learned of the first plan focused on the initial implementation of the Edge. While the Edge and its associated communications priorities have focused on domestic recruitment and awareness building to enhance UVic's reputation as a research powerhouse committed to working on issues that matter to people, communities and organizations around the world, the coming years will see an increased emphasis on international audiences to further communicate our strengths and build our reputation with wider audiences.

Conclusion

With enhancing quality as an overall foundation, this Planning and Budget Framework (2018 - 2021) has identified areas of strategic priority requiring investment, and builds on the emerging goals from the Strategic Framework consultations as well as commitments made in previous years' Frameworks. 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 Indigenous Plan, International Plan, Strategic Research Plan, Communications and Marketing Plan, Employment Equity Plan, Campus Plan, 5 year Fund Development Plan, Sustainability Action Plan, and the implementation of the UVic Edge. We will also retain our emphasis on quality enhancements and student and faculty supports by:

- shifting support in some areas of student program demand;
- augmenting academic resources and student services; and
- enhancing the undergraduate and graduate student experience by improving student awards, financial aid and health services.

Modest growth of the faculty complement is anticipated to support our priorities, including our C150 and Canada Research Chair programs. New, ongoing leadership in the recently launched Division of Learning Teaching Support and Innovation and Office of Indigenous Academic and Community Engagement will also guide the achievement of important campus-wide priorities. Embedded within all of these priorities and crucial to maintaining quality across our university and our reputational advancement, the UVic Edge 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: 2018-19 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 1 of this document outlines these priorities and areas of focus for the coming three years while Part 2 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 developing this Framework, unit leaders, Vice-Presidents and the Integrated Planning Committee made use of information and data gathered and presented from the university's Enhanced Planning tools. This is the second year that these data have been used and feedback on its use will help inform how the tools can be improved to continue to support resource planning into the future and to incorporate the goals set out by the new Strategic Framework.

This Framework provides summary level information on the university's financial plan for the next three years and is submitted for approval to 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 is developed for approval 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 realistic time-frame for the

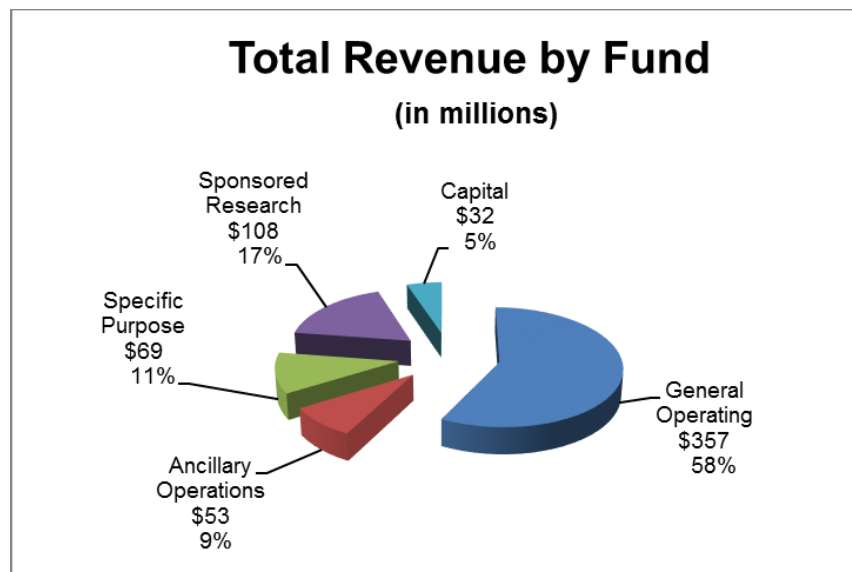
development of university initiatives and provides greater flexibility than permitted within an annual process.

A. Financial Overview

UVic is responsible for the financial stewardship of over \$600 million 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:

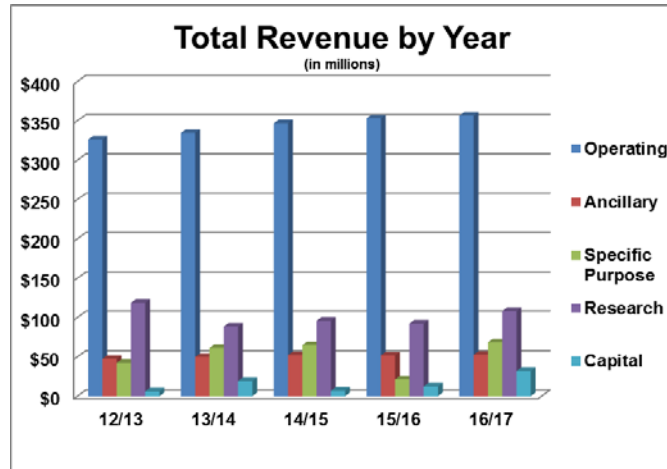
- general operating fund – includes the general operations of the university;
- ancillary enterprises fund – includes the operation of service areas that are considered self-funding such as bookstore, parking, student residences, child care, etc.;
- specific purpose fund – includes contract services, 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 recently completed fiscal year, 2016/17, the total actual revenue for UVic was \$618M and was distributed across the above five funds as follows:



Total university revenue increased by \$87M or 16% from the prior year. The majority of this increase was the result of an increase within specific purpose of \$47M due to an increase in investment income, an increase in sponsored research of \$16M and an increase in capital funds of \$20M due to an increase

in external capital funding. There was a relatively small increase in operating of \$4M and ancillary of \$1M. The increase in the general operating fund is mainly the result of increased international tuition from higher international enrolment levels. The following chart outlines revenue by fund as well as changes across funds for the last 5 years:



Revenue is expected to grow modestly over the next three years reflecting increased international tuition revenue and funding from the Provincial government for an expansion in engineering and computer science. Capital funding will continue to increase over the next couple of years reflecting commitments from the federal and provincial governments to infrastructure enhancements and for deferred maintenance.

B. Resource Allocation Recommendations and Fund Information

While financial plans have been developed at a high level for the three-year planning cycle to 2020/21, this document focuses on resource allocations for the coming 2018/19 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;
 - domestic and international tuition and mandatory fees increases associated with the projected revenue including application fees and the universal athletic and recreation fee increases;
- the routine capital plan; and
- fee changes included in 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. Major capital projects (i.e., those greater than \$5.0M) 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 resource allocation plan.

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 developed. The 2018/19 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 (domestic or international). In the development of this budget the university will consider the overall impact on its audited financial statements prepared in accordance with Public Sector Accounting Standards and 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;
- Provincial government funding will be provided for the first year of the computer science and engineering expansion;
- Domestic undergraduate and graduate tuition will increase by 2% consistent with government policy of limiting tuition increases;
- International undergraduate tuition for new students will increase by 20%, except for the BCom program which will increase 6%. Current international undergraduate students will be grand-parented with a fee increase of 4%;
- International graduate tuition will increase by 4% except for new MBA and MGB international students. Fees for new MGB and MBA international students will increase 14% and 20% respectively;
- We will achieve our budgeted student enrolment levels;
- The provincial government will fund 100% of the salary increases within the provincial mandate resulting from the last round of bargaining and from future bargaining;
- Compensation amounts reflect known and projected costs for salary and benefit changes resulting from current collective agreements, collective bargaining and/or statutory obligations such as increases in Canada Pension Plan rates and the MSP reduction;
- As the announcement of the Employer Health Tax was very recently announced and the implications are not yet known, the costs have not been included in the 2018/19 budget. If there are incremental costs during 2018/19 these costs will be funded through non-recurring sources including potentially reallocating from current priorities;
- Research support fund program revenue will be consistent with the grant amount received

in 2017/18 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 2018/19, it is assumed to be \$675K consistent with 2017/18; 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 2018/19 and the following 2 years based on the above assumptions:

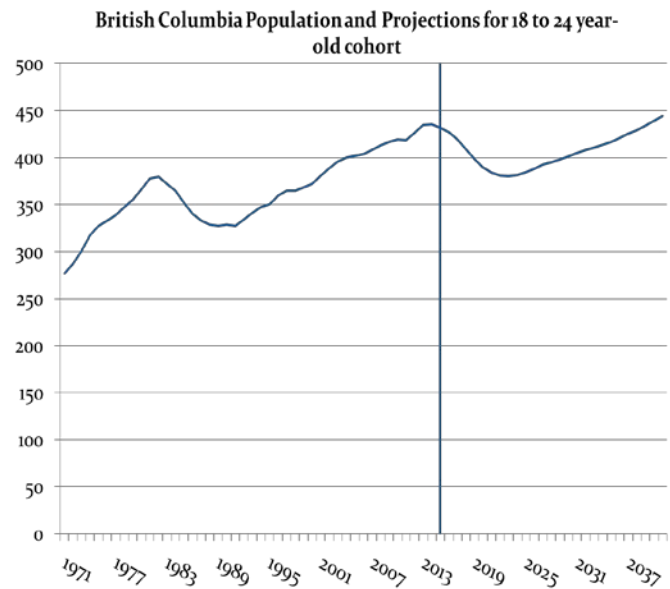
TABLE 1	2017-18 Operating Budget	Projected 2018-19 Operating Budget	Projected 2019-20 Operating Budget	Projected 2020-21 Operating Budget
	(000's)	(000's)	(000's)	(000's)
Revenues				
Provincial Grants	179,870	186,168	193,706	200,353
Federal Grant	6,693	6,693	6,693	6,693
Other Grants and Contracts	5,994	5,994	5,994	5,994
Student Fees	131,670	136,481	144,303	151,400
Department Revenue	31,095	31,205	31,205	31,205
Investment Income and Other	2,603	2,603	2,603	2,603
Total Revenues	357,925	369,144	384,504	398,247
Expenditures				
Salaries and Benefits	284,372	290,773	301,518	313,924
Operating Expenses - Current	73,553	73,553	76,074	79,071
New Allocations (base and term):				
Strategic Initiatives		2,560	1,250	850
Academic Programs		5,432	1,647	844
Institutional Priorities		3,910	3,629	3,164
Maintenance and Inflation		715	385	395
Fees and Differentials		276		
Total Budgeted Expenditures - Base and Term	357,925	377,219	384,504	398,247
Current Year Budget Surplus / (Deficit)	-	(8,075)	-	-
Other Funding Used for Allocations:				
Prior Year Reallocation		374		
Use of Institutional Carry Forward		3,939		
Prior Year Funding Not Committed to Base		3,762		
Budget Surplus/Shortfall	-	-	-	-

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 and term allocations in 2018/19 consistent with the strategy developed in 2015/16. The goal of this strategy is to retain financial flexibility to address, if required, potential future enrolment declines.

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 however are more difficult to estimate given the wide range of factors. International enrolment levels can be difficult to predict given this segment of our student population is sensitive to world events and post-secondary strategies in countries around the world. However, our enrolment data shows that international students have a high retention rate once enrolled and we therefore have confidence on 3 year enrolment levels.

For domestic students our enrolment is sensitive to BC population trends for the 18-24 year old cohort which, per the chart attached, is expected to decrease year over year until approximately 2023 where the trend is projected to reverse. Given UVic’s reliance on enrolment directly from high schools and considering that our enrolment has previously mirrored this trend, the demographic trough poses a recruitment challenge and could have a substantial impact financially over the longer term. As the university is part-way through this trough, the risks with respect to enrolment decline as a result of this trough are diminishing. While diminishing, it is still 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 such that we can respond to changes with the least institutional impact.



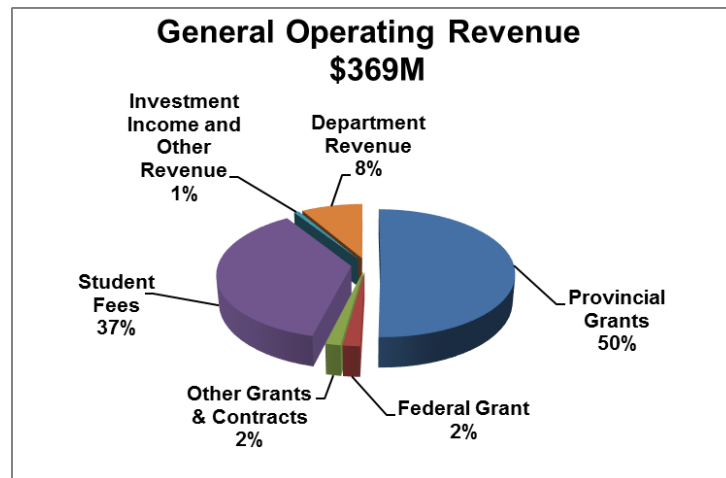
As noted above, this framework encompasses the 3 year planning cycle to 2020/21 and provides for on-going (base) funds to academic, strategic initiatives and other areas while retaining some future flexibility to help address, if necessary, impacts from potential future enrolment declines by allocating a portion as term or non-recurring. The incremental new revenue available for allocation in 2018/19 as per Table 1 is \$11.2M however total budget allocated is \$19.3M. The difference between the new revenue and the total allocations is \$8.1M representing use of institutional carry forward (\$3.9M), prior year reallocation of base (\$0.4M) and prior year funding not committed to base allocations (\$3.8M). Of the total \$19.3M, \$11.6M is allocated to base commitments while \$7.7M is allocated to term or one time commitments to continue to retain some future financial flexibility. Section (e) below outlines the base and term expenditure allocations in more detail.

(c) 2018/19 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 2018/19; and
- student fees which account for 37% of revenues.

Total general operating revenue for 2018/19 is projected at \$369M from the following sources:



The **provincial grant** for 2018/19 is expected to increase by \$6.3M. Of that increase \$5.2M represents 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 (ESD) recently announced by the Province. The remaining \$1.1M is new funding to support the expansion in our undergraduate computer science and engineering programs.

For 2018/19 the operating grant is provided to the university based on the following expected enrolment levels which now includes 50 undergraduate FTE out of an anticipated 500 FTE computer science and engineering expansion:

Undergraduate FTEs	13,608
Graduate FTEs	2,305
Total funded FTEs	15,913

Student Fees represent tuition paid by all student groups (undergraduate and graduate including domestic and international) and this framework projects total student fees to increase by \$4.8M in 2018/19. About one third of this increase is from a 2% increase in domestic student fees, reflecting current provincial policy of limiting domestic tuition increases.

As the tuition limit policy does not apply to international students, starting May 2017, the university will implement a policy to increase international fees to reflect actual costs of inflation. The university has inflation rates higher than inflation in a number of areas including compensation, capital-related costs, information technology, utilities and library. For this year, the inflation rate being used is 4%. The university is committed to re-investing incremental fees paid by international graduate students into graduate student support.

The 2017/18 Framework document noted that both graduate and undergraduate international tuition would be reviewed with the goal of ensuring that future fees reflect the cost of education. The objective of the review was to develop a fee structure guided by the following Board-endorsed principles:

- reflects the quality of the degree being offered;
- is comparable to peers both nationally and internationally for tuition and total cost of education;
- aligns with our Strategic Enrolment Management goals for both recruitment (in relation to size, composition, diversity and quality) and retention (progression rates, graduation rates, and quality of student experience) and ensures the recruitment of students of the highest calibre;
- allows for the provision of quality programs and services to ensure international students are successful in achieving their academic and personal objectives;
- provides for enhanced student financial assistance for students for whom higher fees would be a substantial barrier; and
- contributes to enhanced quality and the long-term financial sustainability of UVic.

Consistent with these principles there was Board support that the approach should also:

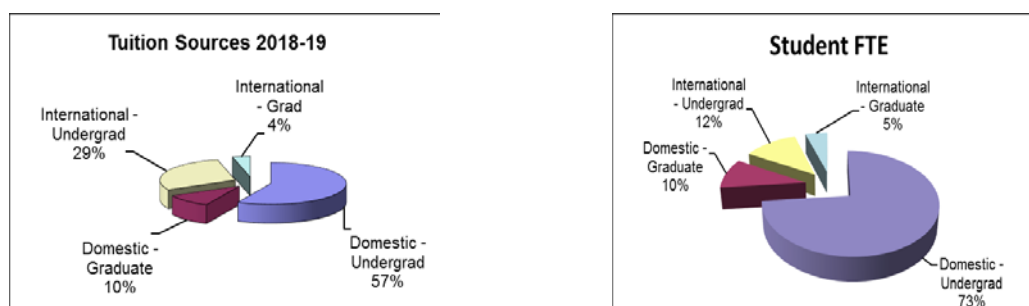
- ensure that current students are only charged the inflationary increase (e.g., grandparent current students); and
- determine whether there should be differential rate increases for different programs of study and/or differential rate increases for graduate relative to undergraduate international students.

Given the scope of the review, a broad consultation was conducted to ensure a full understanding of impacts as well as the services and supports that are essential for international student success. Based on the above principles, the feedback received during consultations, and to ensure our degree programs are appropriately priced and thereby signal the correct message about the quality of our programs, this budget has been developed that includes the following recommendations with respect to international tuition fees:

- inflationary only increases for graduate programs (4%). This recommendation is based on graduate program fees that are already comparable to our peers and reflects that graduate students have a differential role at the university in that they contribute to the teaching and research mission. The exception to this recommendation is for MBA and MGB programs as our fees for those programs are lower than our peers which can lead to the impression of lower quality programming. The recommendation for these programs is to increase both fees over a two year period starting in 2018/19 as follows:
 - MGB – 20% and 20%
 - MBA - 14% and 14 %

- undergraduate students increase of 20% for 2018/19 and 15% for 2019/20, to reflect the quality of our degree programs and therefore to be priced among our peer group. These increases will adjust our fees such that they will be comparable to SFU, Western and Carleton’s current 2017/18 fees. The exception to the above recommendation is to adjust BCom fees by 6% total in each of the next two years. This lower rate of increase reflects that tuition is more comparable to peers than other programs.

Given the growth in undergraduate international students over the last three years, tuition from international sources makes up ~33% of total tuition whereas international students comprise 17% of the student body as follows:



The proportion of tuition revenue from international students will likely increase each year as new tuition rates become applicable to a larger portion of the international student population as grand-parented students graduate.

The attached Appendix 1, Schedule of Tuition Fees for 2018/19, outlines the tuition fees by program and requires Board approval as part of the budget process. In order to address potential access issues that may arise for international students, additional base budget for bursaries was approved in 2017/18 of \$50,000 to support international students. This funding was not fully utilized.

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. During 2017/18, the university was notified that it would receive an additional \$0.05M in funding for 2017/18 and that this amount would be on-going. Therefore while the funding letter has not yet been received for 2018/19 this plan projects revenue to be consistent with the increased amount received in 2017/18.

Department Revenue is projected to increase by \$110K as a result of a 2% increase in the athletics and recreation fee, a 2% increase for domestic application fees and a 4% increase for international application fees. The athletic and recreation fee increase will be used 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 \$87.14.

The 2% domestic and 4% international increase in application fees will result in the following fee changes:

- domestic undergraduate: \$74.75 to \$76.25
- domestic graduate: \$119.00 to \$121.50
- domestic law: \$ 93.75 to \$ 95.75
- international undergraduate: \$122.00 to \$127.00
- international graduate: \$150.00 to \$156.00

For 2018/19 the budget recommends a new mandatory temporary medical insurance fee of \$265 per semester for international students. This new fee will ensure that international students have coverage during the 3 month waiting period before they are eligible to access the BC Medical Services Plan – a practice consistent among all post-secondary institutions in our province. Currently international students are required to opt into coverage through a private provider. While students are provided information about the requirement and the coverage, a survey of students in 2016 found that only 45% had purchased temporary insurance. With this low level of take-up and the significant risk for international students to be without medical coverage, even for a short period of time, a new mandatory fee will be implemented effective September 1, 2018 to support a mandatory temporary insurance program.

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, mortgage and bond funds. 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. With a low but rising interest rate environment, it may be challenging to earn sufficient returns to achieve the current budget. The investment income budget has not been adjusted given the investment reserve (\$2.1M) will be able to cover the shortfall. Increasing interest rates, while detrimental in the short term, will eventually improve revenue from investment income.

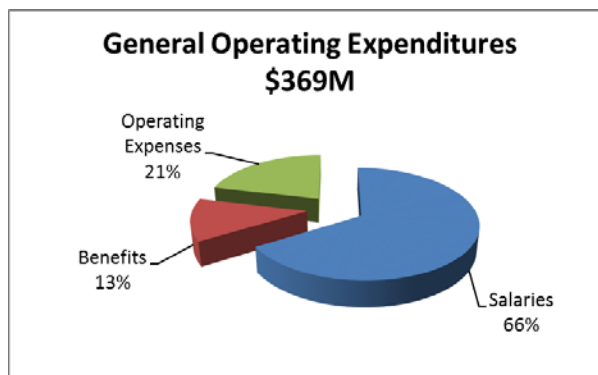
Based on the information outlined above, this framework projects revenue in 2018/19 to increase in total by \$11.22M over the prior budget as follows:

Provincial grant compensation funding \$ 5.20M

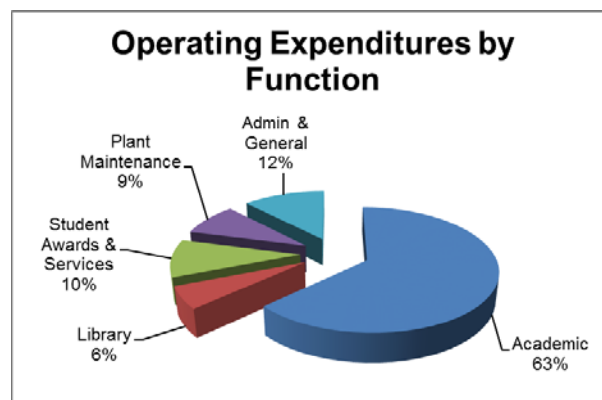
Provincial grant enrolment funding	\$1.10M
Student fees – 2% domestic tuition increase.....	\$ 1.70M
Student fees – 4% (grandfathered) - 20% (new) international tuition increase	\$ 2.94 M
Student fees – differentials.....	\$ 0.17 M
Department revenue and other income.....	\$ 0.11 M
Total revenue increase	\$11.22 M

(d) Operating Expenditure Information

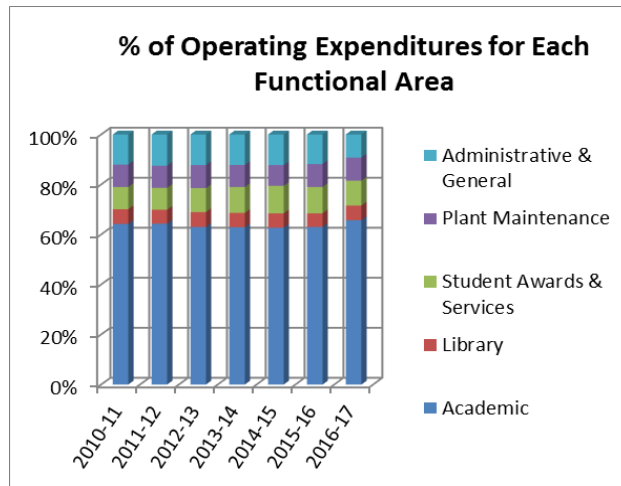
The importance of people to the university is well reflected in the operating budget, with 79% of annual operating expenditures allocated to support salary and benefit costs.



Aligned with the mission of the university, ~79% of the total operating budget is allocated to academic areas including faculties, research, library, student financial aid and student services, with the remaining ~21% allocated to facilities and support functions. The following chart outlines expenditures by functional area:



The above proportions have remained consistent over a long period of time 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). For 2018/19 these total \$7.40M as follows:

Compensation (salaries and benefits)	\$6.40M
Library acquisition inflationary costs.....	.0.25M
Department revenue – fees and differentials	0.28M
Maintenance and inflationary costs	<u>0.47M</u>
Total	\$7.40M

The \$0.25M for Library represents additional base funding to address rising costs of acquisitions as a result of a lower Canadian dollar and annual inflation on periodicals and subscriptions. The \$0.47M for maintenance and inflationary includes allocations to facilities management to address inflationary costs of supplies and to providing funding to support a preventative maintenance program.

With the above allocations there remains \$3.82M in incremental base budget available for allocations (\$11.22 incremental revenue less \$7.40 in allocations). Added to this base amount is \$0.38M in prior year budget that will be reallocated for a total of \$4.20M. The 2018/19 budget also, as noted above and outlined in table 1, has \$7.7M in one time funding for allocation. This funding is from two sources: uncommitted institutional carry forward of \$3.9M and prior year funding not committed to base allocations (\$3.8M). The latter funding is the amount the university has retained in base to be used each year for non-recurring or term allocations in order to retain some financial flexibility (outlined above). With these non-recurring funds, there is a total of \$11.90M available. Table 3 below provides a breakdown of the allocation of the \$11.90M:

TABLE 3 - (in millions)	2018/19		
	Base	Non-Recurring	Total
2018/19 Budget available to be allocated	\$ 4.20	\$ 7.70	\$ 11.90
Strategic initiatives funding	1.01	1.55	2.56
Academic Allocations:			
Faculty enrolment and program support	1.13	0.30	1.43
Library inflationary support	-	0.75	0.75
Student services and support	0.37	0.83	1.20
Indigenous law program	-	0.39	0.39
Indigenous initiatives and support	0.47	0.19	0.66
Learning and teaching support and innovation	0.14	0.38	0.51
University health services	-	0.49	0.49
Other Institutional priorities:			
Research infrastructure and plan	0.24	0.74	0.98
Reputational advancement	0.18	1.23	1.41
Fund development plan	0.40	0.22	0.62
IT security, employee support services, policy, licensing and other	0.27	0.63	0.90
Total allocated	\$ 4.20	\$ 7.70	\$ 11.90

Table 3 outlines the available funding that will be used to support priorities as outlined in the Strategic Framework, including an allocation to support several emerging strategic initiatives, and reflected in Part I of this document. The allocation of this funding will be part of the detailed budget allocation process approved by the President (presented to the Board in September for information).

Academic allocations totaling \$5.43M, including base and non-recurring funding, will be used to support the following priorities:

- faculty enrolment and program support includes funding to support approved enrolment plans within engineering and business, and program support across the Faculties;
- non-recurring funds to the library of \$0.75M will supplement the base amount of \$0.25M noted above to provide the library a total \$1.0M to address inflationary and US dollar impacts while a review continues of the acquisitions budget;
- Student services and supports includes base and non-recurring funds for international student priority support areas including work study, co-op and global communities program. It also includes funding to enhance programs and services offered by the office of student life and provide additional supports for recruitment and admissions;
- Non-recurring funding is allocated to law to support the initiation of the Indigenous Law program. While operating funding has been announced by government it will not be available until 2019/20 however the program is expected to start this year;
- A total of \$0.66M will be provided to support the Office of Indigenous Academic and Community Engagement including funding for increased staffing capacity, programs and community outreach;
- \$0.51M to support the mandate of the new Division of Learning and Teaching Support and

Innovation (LTSI); and

- In order to ensure access to health care for both international students and domestic students from away, \$0.49M in non-recurring funding has been allocated to support health services.

Other significant allocations include:

- close to \$1.0M to support research including funding to build international research connections, support infrastructure such as animal care, and a new research support fund for assistance with external research applications;
- \$1.41M in funding to continue to support our strategic priority of reputational advancement;
- \$0.62M in funding to begin to address the priority of enhancing our fund development team in order to increase funding from philanthropic sources; and
- Increased resourcing for IT security (\$0.21M) to address cyber security risks, continued funding for employee services such as retirement planning to faculty and staff, immigration support and leadership training, and additional program funding for sexualized violence, conflict resolution and equity and privacy training.

The above allocations were established before the Provincial budget was released at the end of February. That budget included the announcement of a new employer payroll tax of 1.95% of salary to replace the provincial revenue lost from the elimination of medical service plan (MSP) premiums. The details around implementation of this tax are not yet known and therefore have not been included in this framework. If the tax applies to the university, based on what is currently known the total cost is \$5.8M annually (all funds). This cost is far in excess of the amount that would be saved through the elimination of MSP premiums which is estimated at \$2.5M annually. The difference is the result of:

- Current bargained sharing in the MSP premium with employees;
- the new payroll tax being calculated as a percentage of salary instead of a flat amount and therefore higher salaries will attract a higher tax; and
- the tax applying to all salaries regardless of whether the employee currently has MSP coverage. This requirement will increase total compensation costs for researchers and ancillaries that typically have more part time and term employees.

Within the operating fund the projected annual impact once the MSP is fully eliminated is \$2.6M with the estimated impact for 2018/19 of \$1.2M. This is the amount by which the above budget would need to be adjusted should the tax be implemented as announced.

Table 1 above projects modest funding available for allocation of ~\$3.6M (1% of budget) in 2019/20 and ~\$3.1M in 2020/21. This projection assumes that international tuition will increase as noted in the student fees section above. It does not include costs for the new employer payroll tax as implementation is not yet known nor does it include costs for compensation as a result of collective bargaining in 2019 which are assumed to be funded by government.

As noted above, in 2018/19, \$3.76M of non-recurring funding allocated this year represents prior year funding not committed to base in order to maintain financial flexibility to protect against potential enrolment fluctuations or other unforeseen events. This level of base funding provides protection from enrolment decline roughly equal to 174 (~8%) undergraduate international students or 674 (~5%) domestic students as follows:

TABLE 4	# of FTEs	Percent
	2018/19	
Base funding retained (\$)	\$ 3.76	1.0%
International FTE fluctuation absorbed (FTE)	174	7.6%
or Domestic FTE fluctuation absorbed (FTE)	674	4.8%

The difference in number of FTEs is a result of the difference in tuition for a domestic student compared to an international student.

(g) Routine Capital Funding

Annually, the provincial government provides post-secondary institutions with funding for the maintenance, renovation, and upgrade of institutional academic facilities. There are two sources of funding from government to address maintenance and renovations within an overall program called Routine Capital.

The first source of funding is called Minor Maintenance and Rehabilitation and is intended for project planning (e.g., studies or design work) or more minor projects to address maintenance or rehabilitation issues (e.g., replace flooring). For 2018/19 this funding is expected to be ~\$675,000 and is provided as envelope funding - institutions have full discretion over its allocation.

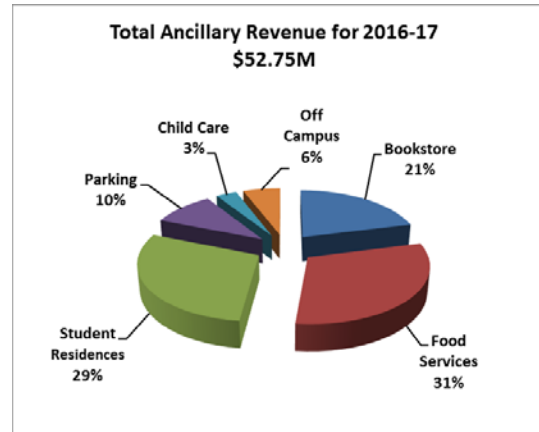
The second source of funding is Major Maintenance and Rehabilitation (MMR) and it is intended to address deferred maintenance and some functional improvements. This funding is provided through a notional allocation against which each institution submits specific projects for approval. This process allows the institution some flexibility with respect to the use of these funds but also ensures, through the requirement for Ministry approval, that provincial priorities are addressed (e.g., deferred maintenance). While not yet approved for the coming year, during 2016/17 the government provided a 3 year funding plan for MMR. For 2017/18 we anticipate funding from government of ~\$8.5M however there is a requirement for a 25% contribution from the institution. The university contribution towards MMR projects will be allocated from funds transferred to capital as part the Ministry program to allow deferral of operating grants for capital requirements if the university has a surplus. Given the deferred maintenance and functional requirements across the campus, investment in capital improvements remains a priority.

The allocation of this funding is coordinated annually through the office of the Vice-President Finance and Operations and approved by the Vice-President Finance and Operations and the Vice-President Academic and Provost, based on overall campus priorities and ranked submissions from the departments.

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 2016/17 totaled \$52.7M 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 2016/17, this source of revenue accounted for ~94% of total ancillary revenue. Other revenue includes government grants (namely child care - ~3%) and investment income (~2%).

The following sections outline the proposed ancillary budgets for 2018/19 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 5 summarizes the current year budget and the proposed Residence Services budget for the next 3 years.

Table 5

Residence Services	Budget 2017-18 (000s)	Projected Budget 2018-19 (000s)	Projected Budget 2019-20 (000s)	Projected Budget 2020-21 (000s)
Total Revenue	\$15,958	\$16,963	\$17,615	\$17,506
Salaries and Benefits	\$4,590	\$5,541	\$5,652	\$5,765
Operating Expenses	\$5,003	\$5,293	\$5,488	\$5,691
Debt Servicing	\$2,393	\$2,395	\$2,393	\$2,393
Capital projects	\$5,200	\$3,500	\$3,500	\$3,500
Provision for Capital & Reserves	\$0	\$233	\$582	\$158
Total Expenditures	\$17,186	\$16,963	\$17,615	\$17,506
Loan / Draw from capital reserve	-\$1,229	\$0	\$0	\$0

After completing a comprehensive review of residence infrastructure (buildings) the Residence Services Department (RSD) developed a 10 year plan to address renewal. This plan included a prioritized list of deferred maintenance work totalling ~\$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.

Work commenced in 2012 and to date has included significant renewal projects such as window replacement, balcony upgrades, railings, electrical and fire safety system upgrades, fire alarms, roof repairs, etc. The budget in table 5 on the previous page reflects a 4% increase in residence rates as contemplated in the 10 year plan and provides \$3.5M to address the following projects in 2018/19:

- Conclusion of McGill residences including exterior work and interior finishes;
- Roofing for Lam family housing (deferred from 2017/18);
- Lighting updates in Cluster housing; and
- Other various renovations (carpets, paints, stairs, furniture, etc.).

The term rates resulting from the proposed 4% increase for 2018-19 will apply to single student housing as per the attached Appendix 2. Family Housing rates are limited by our loan agreement with BC Housing Corporation 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 2017. As family housing continues to be subsidized by single student housing and is generally priced below market, the proposed increases for 2018-19 are within the allowable range for increases permitted under the agreement for some housing types and range from 3.3% to 5.0% as also outlined in Appendix 2.

(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 continuing restructuring of the food services operations, Table 6 below provides the projected budget for 2018/19 only whereas normally 3 years would be provided.

Table 6

Food Services	Budget 2017-18 (000s)	Proposed Budget 2018-19 (000s)
Total Revenue	\$18,059	\$18,646
Salaries and Benefits	\$8,908	\$9,177
Operating Expenses	\$8,538	\$8,517
Debt Servicing	\$592	\$637
Provision for Capital and Reserves	\$21	\$315
Total Expenditures	\$18,059	\$18,646

For the last 3 years the food service operation has run an annual deficit. Current projections however anticipate a small surplus for 2017/18 and the above chart projects a surplus for 2018/19. While the operation has returned to a positive position, refinements continue to ensure longer term health of the operation. These refinements include staffing changes, food cost management, alternative products and pricing. Over the past 3 years, as a result of annual deficits, the operations accumulated deficit reached over \$600,000. The operation has been paying interest on this outstanding amount and it has now been converted to debt through an internal loan and included as part of debt servicing.

Revenue for 2018/19 is projected to increase ~4% from the prior year's adjusted budget. This increase reflects expected revenue growth from the introduction of branded units as well as a meal plan rate increase of 7% as outlined in Appendix 2. A 7% increase is needed to ensure that the budget includes dedicated funding for capital investments that directly enhance the residence dining environments, facilities and equipment. From our research, such a fund is becoming the norm for self-operating food services departments at other Canadian comparator institutions (e.g., UBC, McMaster University, University of Guelph), in order to fund long term asset renewal. In the case of food services, this funding will support current capital costs for equipment etc. and then be used to fund the costs of replacing the Cadboro Commons. This recommended increase is supported by our analysis of average standard meal plan rates at our comparator institutions. The below comparators are the ones we typically benchmark against in terms of pricing as they all have self-operated food services departments.

Table 7

**2017-18 Average Standard Meal Plans (ASMP)
costs for declining balance plans**

University	ASMP
University of British Columbia*	\$ 5,495
University of Guelph*	\$ 5,050
McMaster University*	\$ 4,355
University of Waterloo*	\$ 5,010
Western University	\$ 4,895
Average	\$ 4,961
University of Victoria	\$ 4,731
UVic Compared to Average	-\$ 230
UVic Compared to Average	-5%

The above table shows that UVic rates are currently 5% below peers using 2017-18 rates. Assuming most institutions raise rates annually by at least 2% to reflect inflationary costs, a 7% rate increase will put UVic rates near the average and provide a viable financial model for moving forward.

Capital expenditures for the coming year will be fairly modest consisting of a new inventory management software and environmental upgrade to the general store exhaust system.

(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;
- service enhancements;
- travel choices programs (also known as traffic demand management or TDM); and
- capital cost of new/expanded parking capacity.

The following Table 8 summarizes the Parking Services budget for 2017/18, as well as projections to 2020/21.

Table 8

Parking Services	Budget 2017-18 (000s)	Projected Budget 2018-19 (000s)	Projected Budget 2019-20 (000s)	Projected Budget 2019-20 (000s)
Total Revenue	\$5,086	\$5,294	\$5,422	\$5,660
Salaries and Benefits	\$1,667	\$1,799	\$1,835	\$1,872
Operating Expenses	\$1,374	\$1,284	\$1,189	\$1,205
Capital, Provision for Reserve and TDM	\$2,045	\$2,211	\$2,398	\$2,582
Total Expenditures	\$5,086	\$5,294	\$5,422	\$5,660

The proposed budget for 2018/19 reflects a rate increase of 5% as well as modest increases in the number of annual permits sold. This rate increase is required to ensure that:

- sufficient capital reserves are built to address future supply needs and infrastructure maintenance;
- parking costs are not subsidized by other areas on campus;
- 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 parking budget provides funding for a number of initiatives under the Travel Choices program that promote sustainable transportation options and assists 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, and carpooling options, all of which are supported by various educational, committee and communication activities.

The October 2016 campus traffic survey results indicated that the split between the different modes of travel remained relatively unchanged for the last six years. 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%, has been identified as a challenge in the *2016 Sustainability Action Plan Progress Report*. Achieving the university's modal split target of 70% non-single occupancy vehicle use will require a renewed effort to consult with stakeholders on new measures to influence campus travel patterns. Therefore, a large portion of the Transportation Demand Management (TDM) budget 2018-19 will be allocated to specifically address the modal split goal by developing a new TDM plan for the university. As well as a new TDM plan the funding will be used to:

- Support the SPOKES program operating out of the Campus Bike Centre;
- Subsidize the Employee Bus Pass program;

- Sponsorship of Greater Victoria Bike to Work Society;
- Foster the Modo carshare partnership, as well as promote other carshare, carpool, rideshare, and vanpool opportunities;
- Advocacy for future BC Transit service additions and routes to serve the campus community
- Install a new fixed bike pump in the Campus Bike Centre; and
- Continue with various educational, committee and communication activities as they relate to sustainable and active transportation.

A 5% increase in parking rates will raise the annual general parking permit to \$515.00 a year, maintaining the goal of price comparability between a general parking pass and the subsidized monthly bus pass. The daily parking rate will remain at a maximum of \$8.00 and the evening parking rate will remain at a maximum of \$3.00.

The parking rates resulting from the increases noted above are contained in Appendix 3. These rates will be effective September 1, 2018. All parking passes expire August 31st 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 9 summarizes the proposed Child Care Services budget for 2017/18.

Table 9

Child Care	Budget 2017-18 (000s)	Projected Budget 2018-19 (000s)	Projected Budget 2019-20 (000s)	Projected Budget 2020-21 (000s)
Total Revenue	\$1,668	\$1,783	\$1,948	\$1,977
Salaries and Benefits	\$1,437	\$1,533	\$1,695	\$1,721
Operating Expenses	\$226	\$238	\$242	\$247
Reserve Allocation	\$5	\$12	\$11	\$10
Total Expenditures	\$1,668	\$1,783	\$1,948	\$1,977

The above budget includes fee increases of 1% for infants (6 months to 18 months), 2% for toddlers (18 months to 36 months) and 4% for pre-school children (37 months to 5 years). 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 increases from 2017/18 levels reflect plans to open Centres 7 and 8 on September 1, 2018.

See Appendix 4 attached for the 2018/19 schedule of child care fees effective May 1, 2018.

(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 10 summarizes the proposed Bookstore budget for 2018/19 as well as projections to 2020/21.

Table 10

Bookstore	Budget 2017-18 (000s)	Projected Budget 2018-19 (000s)	Projected Budget 2019-20 (000s)	Projected Budget 2020-21 (000s)
Total Revenue	\$10,750	\$10,172	\$9,988	\$9,808
Salaries and Benefits	\$2,150	\$2,107	\$2,068	\$2,031
Cost of Goods Sold	\$8,362	\$7,863	\$7,722	\$7,583
Operating Expenses	\$212	\$168	\$170	\$171
Reserve Allocation	\$26	\$33	\$28	\$23
Total Expenditures	\$10,750	\$10,172	\$9,988	\$9,808

The overall budget for the bookstore is expected to decrease in 2018/19 (from last year's budget) and then continue to decline for the next 2 years. This overall decline in projected revenue reflects anticipated reduced sales in physical books over the 3 year period. Over the following two years, the continued decline in physical book sales is expected to be greater than the increase in merchandise sales. For 2018/19, the Bookstore and the UVic Division of Learning, Teaching, Support and Innovation have identified courses to pilot all-inclusive access for digital course materials, adopt course materials within the BC Open Textbook initiative, and to support access to Open Educational Resource materials.

(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, expected 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.

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).

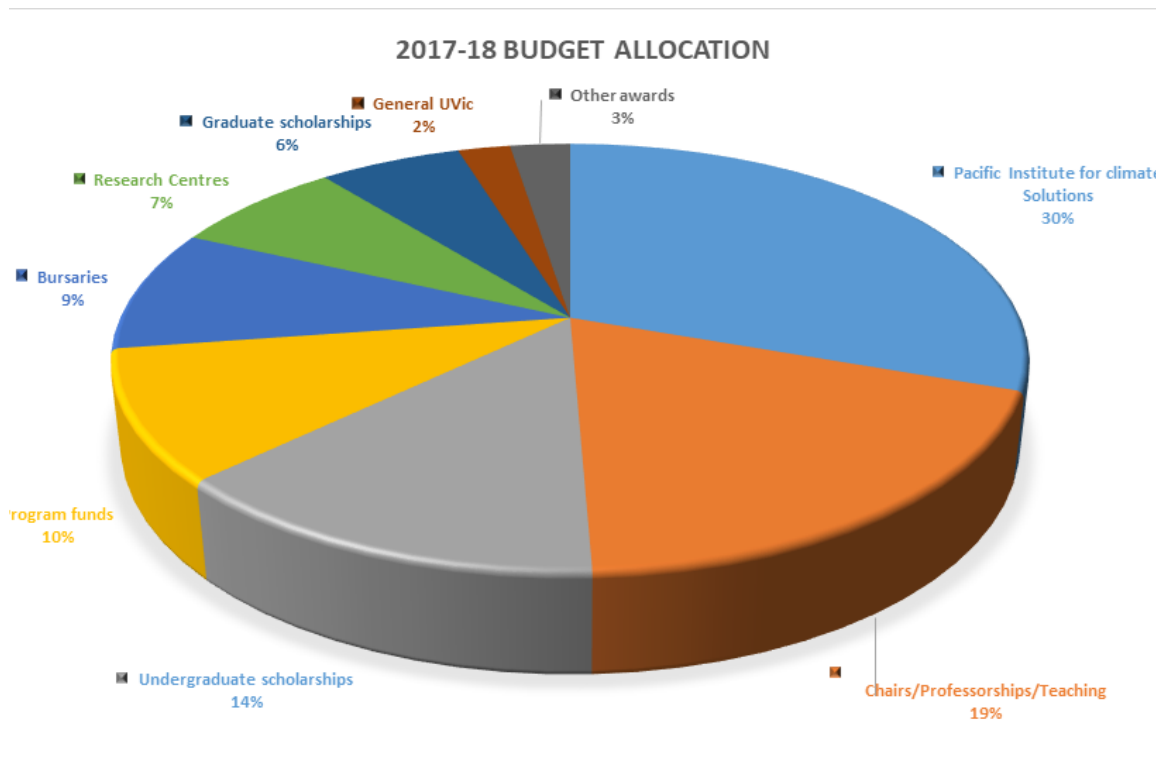
Total revenue for specific purpose increased \$47.4M in 2016/17. This is largely the result of an increase in investment income within the Foundation of \$42.9M over the previous year. The majority of revenue (90.0% in 16/17) in the specific purpose fund is either departmental revenue or revenue from the University of Victoria Foundation.

Departmental revenue is mainly derived from external grants designated for specific purposes such as 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 variable and therefore fluctuate year to year. Given the unpredictable nature of revenue within this fund, it can vary considerably from year to year.

The University of Victoria Foundation holds and invests funds raised for endowment purposes. As at December 31, 2017, there were over of 1,300 funds with a market value of \$451.4M. 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 2017/18, the total Foundation distribution was \$15M and was allocated as follows:



The Foundation distribution budget increased by 3% in 2017/18 or ~\$0.5M. This was 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 2016/17. 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 2018/19 the budget is expected to grow again by the 2017 inflation rate of 1.6% and as a result of strong financial markets in 2017/18. This has led to a greater number of endowments becoming eligible for the additional 0.5% spending. The budget for 2018/19 is approved by the Foundation in May 2018.

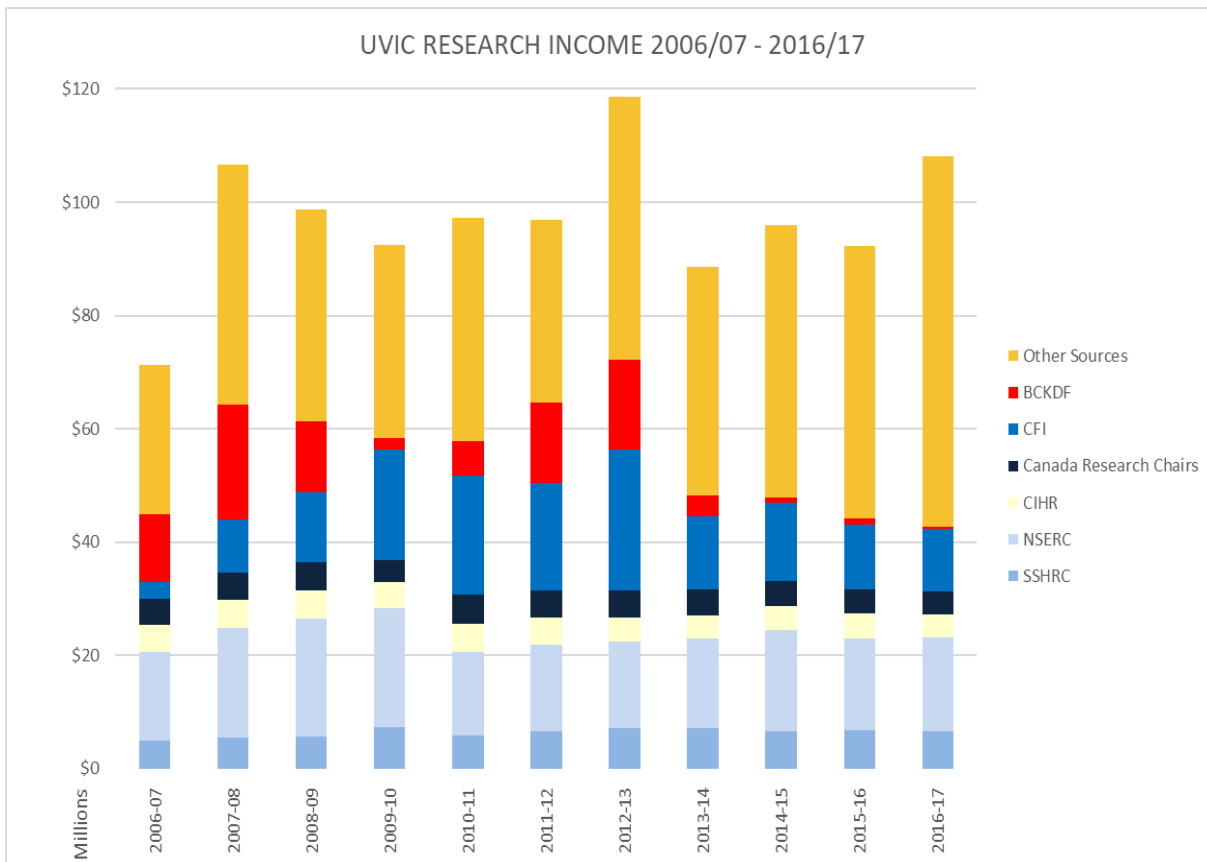
4. Sponsored Research Funds

(a) Research Income

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 5) other sources including research agreements and contracts with governments, foundations and industry as shown in the bar chart below.

In 2016/17, UVic received \$114.8M 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. Notwithstanding these fluctuations, external research funding has been at a stable level of approximately \$100M over the past 5 years.

Over the 2010-2016 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) Research Highlights

Strategic Research Plan

The Strategic Research Plan 2016-2021 supports intellectual inquiry at its inception, enables the research projects and programs of faculty, staff, students and research partners, and sustains an environment that promotes excellence in research, education and training for the next generation of researchers and leaders. At the core of UVic’s SRP are five overarching priorities for enhancing and leveraging the best of UVic research:

1. Defining and Achieving Research Excellence
2. Enhancing the Integration of Research and Education

3. Expanding Partnerships, Innovation and Entrepreneurship
4. Improving Research Competitiveness through Differentiation and Specialization
5. Enhancing and Optimizing the Provision of Research Service

Infrastructure Funding

UVic was awarded \$7M over 7 years for a C150 Research Chair in Material Sciences. The Canada 150 Research Chairs Program is a one-time funding program designed to attract the world's most talented researchers and scholars. A second nomination in Indigenous Nationhood is on the reversion list and may be awarded if other nominees do not accept approved chairs.

UVic's world-leading Ocean Networks Canada (ONC) received \$7.2 million in new funding from the federal government to continue its work monitoring Canada's ocean and coasts. The new investment, managed by Fisheries and Oceans Canada through the Oceans Protection Plan, allows ONC to secure the \$46.6M Major Science Infrastructure (MSI) grant awarded by the Canada Foundation for Innovation (CFI) for operating funds for the next 5 years. These investments from the Canadian government will ensure that ONC continues to lead the world in ocean observatory science and technology. The MSI is only awarded to a small number of selected major science facilities across Canada that serve communities of researchers nationally and internationally, support leading-edge R&D, and promote the transfer of knowledge for the benefit of society.

Two UVic led projects in ocean sciences and technologies were awarded \$6,250,000 in the last CFI Innovation Fund major competition. Additionally, UVic was awarded \$3.5M as partner in another 4 projects in particle physics, astrophysics, seismology and social sciences. UVic ranked 10th nationally in the competition with 46% of the funds requested approved (national average was 33%).

Major Research Funding

UVic researchers have received highly competitive SSHRC and NSERC grants this past year. SSHRC Partnership Grants provide up to \$2.5M to support formal partnerships between academic researchers and partners working together to advance knowledge, build connections, and support training initiatives. In 2017, UVic received a SSHRC Partnership Grant for Indigenous language revitalization (\$2,499,764 over 6 years). NSERC Collaborative Research and Training Experience (CREATE) provide up to \$1.65M in funding to support innovative training programs for highly qualified students and postdoctoral fellows. UVic received two of these grants in 2017 in the areas of drug delivery and astronomy instrumentation, totalling \$3.3M.

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 \$19.1M in 2013/14, \$6.8M in 2014/15, and \$12.3M in 2015/16.

Major capital activity over the past year included:

1 Elliot Science Teaching Lab Upgrades

This is the final year for upgrades to 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 during renovations this project was broken into several phases. Phase I which included project planning and design occurred in 2014/15, phase II and III included majority of the construction of the new labs during 2015/16 and 2016/17 with final construction completion to be in 2017/18. This project has been funded by the Ministry of Advanced Education through the Major Maintenance and Rehabilitation program referenced above with a 25% contribution from the university. This project has had a significant impact in the quality of the teaching environment for chemistry.

2 Deferred Maintenance program

As part of the MMR funding program noted above, the university undertook a number of projects that will improve the conditions of our buildings. These include:

- The completion of the Elliot roofing project;
- Post disaster upgrades to the campus security and Saunders buildings;
- Energy efficiency lighting upgrades;
- Elevator renewals;
- Emergency eye wash station upgrades; and
- various other smaller deferred maintenance projects (back flow prevention, sidewalk renewal, etc.).

3 District Energy Plant

As per the 5 year capital plan, the current district energy plant is nearing end of life. Therefore one of the priority projects within the capital plan (see below) is the replacement of this plant. Work began on this project during 2016/17 which included finalizing the building design and beginning site prep work, including the installation of piping required for the facility. Construction started in 2017/18. The project is expected to be complete at the end of 2018/19 and will include those components required to ensure the continuation of district heating. Other components (loop expansion, efficiency equipment in various buildings, etc.) will be completed over a longer period of time as funding becomes available.

4 Petch Building Renewal

As outlined in the 5 year capital plan and referenced below, addressing the university's accumulated deferred maintenance is an institutional priority. To begin to address this issue, the Ministry has provided additional Major Maintenance and Repair funding to undertake multiple projects within the Petch Building. These projects include both deferred maintenance and functional improvements. The total of all projects within the Petch Building is \$20M. This project commenced in 2016/17 but will be completed over 2017/18 and 2018/19.

5 Decanting Program

One of the priorities of the capital plan (outlined below) is to develop plans to provide incremental space to the Faculties of Science and Social Science to address current space pressures. During 2016/17 work commenced to address some pressures within Social Sciences – namely for the School of Environmental Studies. In order to enable the program to consolidate (for the most part) within the David Turpin Building (DTB), Audiovisual and Media Services (a department of within University Systems) were relocated to the Clearihue Building. The DTB was renovated in 2017/18 to support the teaching and research needs of the School of Environmental Studies.

Current planning is also underway to move the Canadian Centre for Climate Modeling and Analysis (CCCma) and the Water and Climate Impact Research Centre (WCIRC) groups to Queenswood. These two moves would free space in the Bob Wright Building for the Faculty of Science and space within the David Turpin for both Science and Social Sciences. Current expectations are that these groups will move in late 2018/19.

The capital priorities approved in the 2017/18 capital plan for the next five years include:

- Student housing expansion;
- An addition to the Engineering and Computer Science Building;
- An addition to the Fraser Building for the Indigenous Legal Lodge
- An addition to the Business and Economics Building (BEC);
- Additional space to address pressures in Science and Social Science;
- Campus seismic and renewal program;
- Petch and MacPherson building renewals; and
- Elliot Building science teaching laboratory upgrades to address safety and functionality issues.

The capital plan is approved separately by the Board 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 2018/19. Given this fact, there is risk that the allocation may be a different amount than estimated in this budget;
- This 3 year budget plan has been developed on the assumption that the Province will fully fund collective bargaining costs resulting from negotiations beginning in 2019. The mandate for the next round of bargaining is not yet known and therefore the costs and associated revenue from government have not been included in this document;

- The Province of BC announced that there will be a new employer health tax effective January 1, 2019. The impact of this new tax has not been incorporated into this budget as implementation details and therefore the ultimate impact on UVic is not yet known. The total impact from this new tax, should UVic be required to fully fund, is significant;
- 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 tuition revenues should international students, for example, choose to stay in their home countries for post-secondary education. While this budget provides for financial flexibility by not allocating all the revenue generated to base commitments, enrolment could vary greater than the amount held;
- 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 \$ 369M and total annual expenditures across all funds over \$618M. Within this total budget, there is limited flexibility to address significant unforeseen events;
- While the Federal/Provincial Knowledge Infrastructure (KIP) project which renewed six of the oldest buildings on campus and the current MMR program within government has enabled us to address some of deferred maintenance, overall building conditions remain an issue. Given the age of some buildings, there is a greater likelihood of a large unexpected repair. The university does not have funding set aside for such occurrences; and
- A weak Canadian dollar relative to the US dollar 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, it is anticipated that the budget will be developed within the context of the Budget Framework and 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

Schedule of Proposed Tuition Fees to be Effective May 1, 2018				
		Effective May 1, 2016	Effective May 1, 2017	Effective May 1, 2018
Undergraduate Tuition				
Tri Faculty				
Per fee unit -	Domestic	357.84	365.00	372.30
	International	1,157.84	1,204.16	1,444.98
	Grandfathered International	1,157.84	1,204.16	1,252.32
Course Challenge				
Per fee unit -	Domestic	178.92	182.50	186.15
	International	578.92	602.08	722.49
	Grandfathered International	578.92	602.08	626.16
AHVS 488 and HA 499 per unit		445.95	454.86	463.96
Business Faculty				
Per fee unit -	Domestic	487.85	497.60	507.56
	International	1,501.40	1,561.46	1,655.16
	Grandfathered International	1,501.40	1,561.46	1,623.92
Co-op Program Fee -	Domestic	337.85	344.60	351.50
	All International	563.08	585.60	609.02
Engineering Faculty				
ENGR courses				
Per fee unit -	Domestic	357.84	365.00	372.30
	International	1,157.84	1,204.16	1,444.98
	Grandfathered International	1,157.84	1,204.16	1,252.32
CENG, ELEC, MECH, CSC, SENG, BIOM				
Per fee unit -	Domestic	395.95	403.88	411.96
	International		1,299.28	1,559.14
	Grandfathered International	1,249.30	1,299.28	1,351.25
Co-op Program Fee -	Domestic	337.85	344.60	351.50
	All International	563.08	585.60	609.02
Co-op Work Term				
Per work term -	Domestic	675.70	689.20	703.00
	All International	1,126.16	1,171.20	1,218.04
Co-op Work Term Challenge				
	Domestic	337.85	344.60	351.50
	All International	563.08	585.60	609.02
Law Tuition				
Full time, per term -	Domestic	4,696.72	4,790.65	4,886.46
	International	12,490.56	12,990.18	15,588.22
	Grandfathered International	12,490.56	12,990.18	13,509.79
Part-time per unit -	Domestic	626.24	638.76	651.54
	International	1,665.42	1,732.04	2,078.45
	Grandfathered International	1,665.42	1,732.04	1,801.32

Page 2 of 5		Effective May 1, 2016	Effective May 1, 2017	Effective May 1, 2018
Graduate Tuition* (per term)				
Full fee installment -	Domestic	1,858.26	1,895.44	1,933.34
	All International	2,211.16	2,299.60	2,391.58
Half fee installment -	Domestic	929.13	947.72	966.67
	All International	1,105.58	1,149.80	1,195.79
Non-degree -	Domestic	738.04	752.80	767.86
	All International	880.42	915.64	952.26
Graduate Re-registration Fees, per term until maximum completion limits				
	Domestic	738.04	752.80	767.86
	All International	880.42	915.64	952.26
Thereafter -	Domestic	1,858.26	1,895.44	1,933.34
	All International	2,211.16	2,299.60	2,391.58
MBA Tuition * per term Daytime and Weekend Program				
Full fee installment -	Domestic	4,001.02	4,081.04	4,162.66
	International	4,353.92	4,528.08	5,162.02
	Grandfathered International	4,353.92	4,528.08	4,709.20
Non-degree -	Domestic	1,320.34	1,346.76	1,373.70
	International	1,436.80	1,494.28	1,703.48
	Grandfathered International	1,436.80	1,494.28	1,554.06
MBA Re-registration Fees, per term until maximum completion limits				
	Domestic	1,320.34	1,346.74	1,373.68
	International	1,436.80	1,494.28	1,703.48
	Grandfathered International	1,436.80	1,494.28	1,554.06
Thereafter -	Domestic	4,001.02	4,081.04	4,162.66
	International	4,353.92	4,528.08	5,162.02
	Grandfathered International	4,353.92	4,528.08	4,709.20
MBA/JD *per term MBA fees until maximum completion limits				
	Domestic	2,667.34	2,720.70	2,775.12
	International	2,902.61	3,018.70	3,441.32
	Grandfathered International	2,902.61	3,018.70	3,139.45
Thereafter -	Domestic	1,320.34	1,346.76	1,373.68
	International	1,436.80	1,494.28	1,703.48
	Grandfathered International	1,436.80	1,494.28	1,554.06
Master of Global Business (MGB) fees per term				
Full fee installment -	Domestic	6,756.98	6,892.12	7,029.96
	International	8,633.94	8,979.30	10,775.16
	Grandfathered International	8,633.94	8,979.30	9,338.48
MGB Re-registration Fees, per term until maximum completion limits				
	Domestic	2,252.32	2,297.38	2,343.32
	International	2,877.96	2,993.08	3,591.70
	Grandfathered International	2,877.96	2,993.08	3,112.80

Page 3 of 5	Effective May 1, 2016	Effective May 1, 2017	Effective May 1, 2018
MA in Community Development (MACD-D) fees per term			
Domestic	2,646.48	2,699.40	2,753.40
All International	3,096.96	3,220.84	3,349.68
MACD-D Re-registration Fees, per term until maximum completion limits			
Domestic	882.18	899.82	917.82
All International	1,032.32	1,073.60	1,116.54
Graduate Co-op Work Term -			
Domestic	675.70	689.20	703.00
All International	801.84	833.90	867.26
Health Informatics fee, per term -			
Domestic	4,545.62	4,636.54	4,729.26
All International	4,898.50	5,094.44	5,298.22
Health Informatics re-registration fee until maximum completion limits			
Domestic	1,629.78	1,662.38	1,695.62
All International	1,746.26	1,816.10	1,888.74
Master of Public Health (MPH) fees per term			
Domestic	2,252.32	2,297.38	2,343.32
All International	2,680.28	2,787.50	2,899.00
Master of Public Health (MPH) Re-reg fees, per term			
Domestic	750.78	765.80	781.12
All International	893.42	929.16	966.32
Double Degree in Nursing & Health Informatics fees per term			
Domestic	3,753.88	3,828.96	3,905.54
All International	4,467.12	4,645.80	4,831.62
Double Degree in Nursing & Health Informatics Re-registration fee, per term			
Domestic	1,251.30	1,276.32	1,301.86
All International	1,489.04	1,548.60	1,610.54
Double Degree in MEng/MBA and MSC (CompSci)/MBA			
Domestic	4,258.60	4,343.78	4,430.66
International	4,641.88	4,827.56	5,276.52
Grandfathered International	4,641.88	4,827.56	5,020.66
Double Degree in MEng/MBA and MSC (CompSci)/MBA Re-registration fee, per term			
Domestic	1,419.54	1,447.92	1,476.88
International	1,547.30	1,609.20	1,758.86
Grandfathered International	1,547.30	1,609.20	1,673.56
MEng Telecommunications & InformationSecurity - fees per term			
Domestic	6,936.00	7,074.72	7,216.22
All International	8,670.00	9,016.80	9,377.48

Page 4 of 5		Effective May 1, 2016	Effective May 1, 2017	Effective May 1, 2018
Audit Fees per fee unit				
Under age 65				
Undergraduate -	Domestic	178.92	182.50	186.15
	International	578.92	602.08	722.49
	Grandfathered International	578.92	602.08	626.16
Graduate -				
	Domestic	310.62	316.82	323.16
	All International	392.28	407.98	424.30
Age 65 or over				
Undergraduate -				
		60.60	61.82	63.06
Graduate -				
		102.06	104.12	106.20
Graduate Certificate in Entrepreneurship fees per unit				
	Domestic	844.62	861.50	878.74
	All International	1,126.16	1,171.20	1,218.06
Graduate Diploma in Entrepreneurship fees per unit				
	Domestic	844.62	861.50	878.74
	All International	1,126.16	1,171.20	1,218.06
Graduate Certificate in Medical Physics fees per unit				
	Domestic	1,300.50	1,326.50	1,353.04
	All International	1,547.60	1,609.50	1,673.88
Master's Certificate in Digital Humanities fees per unit				
	Domestic	1,040.40	1,061.20	1,082.44
	All International	1,248.48	1,298.42	1,350.36
PhD in Health Informatics (HINF)				
	Domestic	5,306.04	5,412.16	5,520.40
	All International	6,314.20	6,566.78	6,829.46
Grad re-reg fees, per term until maximum completion limits -				
	Domestic	1,750.98	1,786.00	1,821.72
	All International	2,083.68	2,167.02	2,253.70
Thereafter -				
	Domestic	5,306.04	5,412.16	5,520.40
	All International	6,314.20	6,566.78	6,829.46
Grad Certificate Health Terminology Standards per unit -				
	Domestic	n/a	1,416.68	1,445.02
	All International	n/a	1,556.28	1,618.54

Page 5 of 5	Effective May 1, 2016	Effective May 1, 2017	Effective May 1, 2018
Program Fees, per term:			
Inacademic Program Fee (BCom)			
International	400.00	400.00	424.00
Grandfathered International	400.00	400.00	416.00
Master of Business Administration (MBA)			
Daytime and Weekend Program			
Domestic	520.20	530.60	541.22
International			604.88
Grandfathered International			551.82
Master of Business Administration (MBA)			
JD/MBA Double Degree			
Domestic	346.82	353.76	360.84
International			403.28
Grandfathered International			367.91
Master of Global Business (MGB)			
Domestic	971.06	990.46	1,010.26
International			1,188.56
Grandfathered International			1,030.08
Grad Certificate - Entrepreneurship			
Domestic	1,560.60	1,591.80	1,623.64
All International			1,655.48
Grad Diploma - Entrepreneurship			
Domestic	1,170.46	1,193.86	1,217.74
All International			1,241.62
PhD in International Management & Organization			
Domestic	500.00	500.00	500.00
All International			520.00
Professional Specialization Certificate in Special Education			
Domestic	364.14	371.42	378.86
All International			445.70
MEd/MA EPLS Counselling			
Domestic	364.14	371.42	378.84
All International			386.28
Double Degrees in MEng/MBA and MSC(CompSci)/MBA			
Domestic	445.88	454.80	463.90
International			518.48
Grandfathered International			473.00
Indigenous Ed grad prog in Indigenous Revitalization			
Domestic	364.14	371.42	378.85
All International			386.28
LATHE (Learning/Teaching in Higher Ed Certificate) Degree Students			
Domestic	738.04	752.80	767.86
All International	880.42	915.64	952.26
Indigenous Nationhood Certificate Program Degree Students			
Domestic	n/a	752.80	767.86
All International	n/a	915.64	952.26
Child and Youth Care MA			
Domestic	357.00	364.14	371.42
All International			378.70
Health Terminology Standards Degree Students			
Domestic	n/a	2,125.00	2,167.50
All International	n/a	2,334.40	2,427.78

Appendix 2: Housing Fee Table

Housing Fee Table

Student Residences			
	2017-18 Current Per Term	2018-19 Proposed per Term	Percentage Increase
Single Room	\$2,666	\$2,773	4.0%
Twin Room	\$2,040	\$2,122	4.0%
Standard Meal Plan	\$2,366	\$2,531	7.0%
Cluster Housing			
Single Cluster Room	\$3,091	\$3,215	4.0%

<i>For the academic year (September to April) these rates yield:</i>			
	2017-18 Current	2018-19 Proposed	Percentage Increase
Single room + Standard Meal Plan	\$10,064	\$10,608	5.4%
Twin room + Standard Meal Plan	\$8,811	\$9,305	5.6%
Cluster Room (no meal plan)	\$6,182	\$6,429	4.0%
Family Housing (monthly)			
	2017-18 Current	2018-19 Proposed	Percentage Increase
One bedroom apartment	\$856	\$899	5.0%
Two bedroom apartment	\$1,019	\$1,070	5.0%
Two bedroom townhouse	\$1,141	\$1,179	3.3%
Three bedroom townhouse	\$1,270	\$1,334	5.0%

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.

2018-2019 Parking Fee Table				
Purchased between dates:	September 01 and December 31	January 01 and April 30	May 01 and August 31	Monthly
General Reserved Parking	\$900	\$603	\$297	\$180
General Parking	\$515	\$345	\$170	\$103
General Student Parking	\$515	\$345	\$170	\$103
Motorcycle and Scooter	\$196	\$131	\$65	\$44
Flexible Reserved	\$630	N/A	N/A	N/A
Flexible General	\$360	N/A	N/A	N/A
Carpool	Annual Rate			
2017-2018 Parking Fee Table				
Purchased between dates:	September 01 and December 31	January 01 and April 30	May 01 and August 31	Monthly
General Reserved Parking	\$858	\$575	\$283	\$172
General Parking	\$490	\$328	\$162	\$98
General Student Parking	\$490	\$328	\$162	\$98
Motorcycle and Scooter	\$186	\$125	\$61	\$42
Flexible Reserved	\$601	N/A	N/A	N/A
Flexible General	\$343	N/A	N/A	N/A
Carpool	Annual Rate			

Appendix 4: Schedule of Child Care Fees

	Current Rates 2017-18 (\$ per month)	Proposed Rates (\$ per month) effective May 1, 2018
INFANT CARE – CHILDREN AGED 6 TO 18 MONTHS		
Level A: Faculty/Staff	\$1,396	\$1,410
Level B: Students	\$1,288	\$1,300
CHILDREN AGED 18 TO 36 MONTHS		
Level A: Faculty/Staff	\$1,210	\$1,234
Level A (1): Faculty/Staff 3 day/week	\$809	\$825
Level A (2): Faculty/Staff 2 day/week	\$550	\$561
Level B: Students	\$1,090	\$1,112
Level B (1): Students 3 day /week	\$750	\$765
Level B (2): Students 2 day/week	\$510	\$520
CHILDREN AGED 37 MONTHS TO 5 YEARS		
Level A: Faculty/Staff	\$911	\$947
Level A (1): Faculty/Staff 3 day/week	\$642	\$668
Level A (2): Faculty/Staff 2 day/week	\$438	\$456
Level B: Students	\$762	\$792
Level B (1): Students 3 day/week	\$554	\$576
Level B (2) 2 day/week	\$387	\$402