

Planning & Budget Framework 2020 - 2022

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 spring 2018, the Board of Governors approved the UVic Strategic Framework 2018-2023. This important institutional document articulates our shared understanding of our vision, values and priorities. It serves as a guide, setting out priorities and high-reaching goals in six key areas: Cultivate an extraordinary academic environment; Advance research excellence and impact; Intensify dynamic learning; Foster respect and reconciliation; Promote sustainable futures; and, Engage locally and globally. This Planning and Budget Framework is informed by the six priorities and reflects those objectives and commitments.

As 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 2019 and 2022 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, 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

Supporting our faculties and in particular our research and teaching faculty members is the central theme of this Planning and Budget Framework. Increasing the faculty complement, supporting our faculty members and investing directly in the faculties will see the largest share of academic allocations in the coming three years. With the launch of the Strategic Framework, a new program of Research Chairs is being introduced which will see the creation of 14 Chairs, which includes the recruitment of four new Impact Chairs aligned with the Strategic Framework's key thematic areas, and up to ten President's Chairs for existing faculty members whose work furthers Strategic Framework priorities. In addition to the Chairs program, and linked to new and existing funded program growth, over 30 new faculty positions are being created over a two to three year timeframe – while much of the focus will

be in the Faculties of Engineering and Law, new positions in Business, Humanities, Science, Social Sciences and Human and Social Development will also be created.

Direct investments in the Faculties of Law and Engineering will include aforementioned new faculty positions, but also funding to support operations, including staffing positions, sessional and teaching assistant support. Support for the engineering and computer science expansion also includes faculty positions in Science and Humanities, co-op coordinator positions and funding to support the Library collection. Supporting our international students, particularly in the Faculty of Social Sciences, will also be a theme in this Planning and Budget Framework and includes staffing, sessional and teaching assistant investments.

Further signature investments flowing from the Strategic Framework will also be made including a program to support post-docs; enhanced funding for graduate fellowships; an experiential learning fund to support placements in not-for-profit and non-governmental organizations, practica and field schools; research impact seed funding; and, a fund to support other emerging Strategic Framework priorities.

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 student success continues to be a major theme for this Framework. While no new substantial growth is anticipated beyond approved expansions for engineering, computer science and law, quality enhancement, student demand and UVic's strategic priorities will continue to change the shape of our enrolment. In particular, the Strategic Enrolment Management plan, which will be finalized by spring of 2019, will sharpen the goals related to our enrolment profile.

In addition to faculty complement growth and direct investments in the faculties, the university is committed to maintaining Library collections, supporting academic equipment funds, and providing Faculty research start-up funding. Enhanced research grant facilitation and exploratory work on a Health Sciences Initiative will also receive attention. A more deliberate integration of 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.

UVic's first Indigenous Plan reaffirms 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 which will receive base funding in this framework. As host of the 2018 Building Reconciliation Forum, UVic is seen as a national leader in its commitment to work with Indigenous communities and students.

Our Strategic Research Plan, Campus Plan, 5 year Fund Development 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 guides future decisions

on the physical development of our campus and provides an important decision-making framework for open space, land use, built form and mobility. The Sustainability Action Plan for Campus Operations guides, prioritizes and allows us to measure our success. The International Plan expresses UVic's ability to generate greater impact in four areas of international priority.

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 commitments from the province for incremental ongoing funding in support of the new joint degree program in Canadian Common Law (JD) and Indigenous Legal Orders (JID) as well as the expansion of programs in Engineering and Computer Science. It is expected that future investments from the province will continue to be highly targeted. 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 continue to be below those of peer universities both in Canada and around the world. Consultations have informed an assessment of the range of supports and services needed to ensure access and success of our international students. A two-year plan has been implemented to adjust international fees for students enrolled on or before April 2018, reset international fees and invest in supports and programs to ensure the success of all students, including international students. International students enrolled on or before April 2018 will continue to see inflationary increases of 4% per year. There was a 20% increase for new international students in 2018/19 and a 15% increase is proposed for 2019/20.

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, facilities management, 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 current (2018) population projection predicts decreasing numbers of 18-24 year olds starting in 2017-18 and continuing until 2025-26, when the trend is expected to reverse. 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, engagement, and success 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 – such as the District Energy Plant, additions to Engineering and the Fraser Buildings, as well as laboratory renewal and seismic 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. A new Student Health and Wellness Centre (SHWC) will provide an integrated facility with clinical, counselling, and education, collaborative and shared support spaces that would advance UVic's holistic model of student health and wellness. Student housing will continue with its expansion and renewal plans and recent Provincial Government approval of debt funding will allow UVic to build 620 new student housing units. 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 as well as a space to accommodate growth, particularly with the new JID program and the expansion of Engineering and Computer Science.

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. 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, upgrading teaching laboratories, and updating campus wireless infrastructure.

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, field schools, internships and practica here and abroad for both domestic and international students. In addition, a signature Strategic Framework initiative will be the funding of a program to enable students to pursue experiential learning opportunities with employers that cannot always afford student placements – a fund to support placements in not-for-profit and non-governmental organizations will be launched to increase the diversity of employment opportunities for our students as part of their academic program.

As in previous years, enhancing the quality of academic programs along with anticipating and supporting student demand in key program areas are continuing priorities, and initiatives focussed on improving student retention and engagement have informed 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—such as increasing funding available for teaching assistants—will be required to ensure that increasing numbers of graduate and undergraduate students benefit 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 alignment with funding support from government. Enrolment shifts are not limited to that area, however; demand for programs in the PB Gustavson School of Business and the Faculties of Social Sciences and Science continue to be strong. We will receive provincial funding for our new joint program in Common Law and Indigenous Legal Orders and the program continues to attract 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 informed an assessment of the range of supports and services needed to ensure access and success of our international students. A two-year plan, initiated in 2017/18, resets international fees and invests in supports and programs to enhance international student success. Some of the key areas that international students have identified for expansion or improvement include academic advising, counselling, language skills and work-study opportunities. We are committed to continuing to work with students to identify priority areas for investment.

(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.

With the launch of the Strategic Framework, a new program of Research Chairs is being introduced which will see the creation of 14 Chairs, including the recruitment of four new Impact Chairs aligned with the Strategic Framework's key thematic areas, and up to ten President's Chairs for existing faculty members whose work furthers Strategic Framework priorities. Also flowing from the Strategic Framework is an investment to support research-enriched teaching to provide financial support and professional training for graduate students and Post-Doctoral Fellows to integrate research and teaching. The fellowships will prepare graduate students and post-docs for future teaching careers, and provide enhanced research-focused learning experiences for undergraduate students. A final signature investment flowing from the Strategic Framework is research impact seed funding, designed to advance research excellence and impact by supporting health science initiatives and new research clusters, enhancing support to specific research platforms, and building connections and partnerships with other institutions and organizations.

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 continue to 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. There are already over 100 people located at the Queenswood Campus, and once completed, there will be more than 200 people involved in this initiative that will stimulate new 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 and articulate our tolerance through the development and communication of risk appetite statements, 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.

Management of research data is an increasingly complex and critical area of support, and is the area of focus for UVic's Digital Research Infrastructure Plan, which is currently being developed by the VPR Office. More areas of research activity are becoming computationally-intensive, and these activities generate data that should be retained in a secure and available manner. Existing research computing infrastructure that has been funded from previous grants is aging and requires a longer term solution for refresh in order to provide a secure platform for long term data storage. In addition, UVic will be implementing a Research Data Management policy and plans that align to emerging Tri-Agency requirements for Canadian institutions.

(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. As part of the Strategic Framework implementation, new President's Scholarships and Indigenous Fellowships will be awarded starting this year allowing us to attract and retain talented graduate students in a highly competitive market. These programs will complement the provincial investments in the BC Graduate Scholarship program at UVic which will see 150 awards of \$15,000 per graduate student over the next two years across all faculties.

As UVic continues to be a destination university with over 75% of students coming from outside the Victoria region, with the recent provincial government approval, work is underway to expand Student Housing with 620 new beds and dedicated beds as well as cultural space for Indigenous students. On campus housing is an important component of student life and research shows it contributes to overall student success. With one of the lowest vacancy rates in Canada, our students and people in the broader community are challenged to obtain affordable housing. Providing additional student accommodation will help address affordable housing in the region as more students will live on campus thereby freeing space much needed space in the community.

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 also actively supports 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 progress on implementation of our recently approved campus cycling master plan, including pathway enhancements, design and development of the Campus Greenway, 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 and entering discussion on the next collective agreement is a university priority. The first agreement reflected 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 Statistics Canada 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, most 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. In

support of our commitment to professional development, the employee learning program, including the certificate programs, course calendar and learning management system, will undergo a complete refresh in the coming year.

We will 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 continue to 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 Action Plan and initiatives and continue to carry out campus development and operations according to the highest standards of sustainability. A focus will be on developing a climate resiliency and adaptation plan for the university.

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 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.

For the 2019-20 academic and administrative planning cycle, all units on campus have again 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. A recent Quality Assurance Process Audit conducted by the Ministry of Advanced Education lauded UVic's integration of continuing quality assurance via academic program reviews with EPT and its connections to academic planning and resource allocations.

In conjunction with EPT, we have reviewed our current budget process to determine if there are opportunities to improve transparency, inform good decisions, and provide for appropriate incentives. 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. A new model to provide better aligned incentives and linking academic budgeting to revenue drivers is now being implemented.

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 completed a review of its fund development program in 2016/17 and developed a 5-year plan to grow revenues based on the reviewer's recommendations. This plan will strengthen relationships with potential donors and increase philanthropic support to the university over the coming years. A number of operational improvements have been implemented by redefining roles, re-allocating resources and making further investments. Results from the second year of implementation have shown positive results; additional investments will be required to achieve the objectives set out for subsequent years of 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.

In late 2018, UVic was host of the fourth national Building Reconciliation Forum in partnership with Universities Canada. The annual gathering serves as a way to explore how universities, governments and Indigenous communities can work together to answer the Truth and Reconciliation Commission's Calls to Action. The 2018 forum's theme, Ts'its'u' watul tseep, means "to help one another" in the HUL'Q'UMI'NUM' language. The theme was chosen to reflect the commitment of postsecondary institutions to work with Indigenous communities and students in the process of reconciliation through changes to university courses, programs, services and governance.

UVic's first Indigenous Plan reaffirms 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. 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. 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 underway.

(f) Engage Locally and Globally

The University of Victoria will be a 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. A new Communications and Marketing Plan for 2018-2021 has been developed over the past year through extensive consultation with leaders and advisory bodies on campus. It builds on the success and lessons learned through the 2015-18 institutional plan, our first, and its focus on effective implementation of the Edge. While the first plan centred on domestic recruitment and awareness building to enhance UVic's reputation as a research university committed to working on issues that

matter to people, communities and organizations around the world, the new plan involves an increased emphasis on international audiences to further communicate our strengths and build our reputation more widely.

Conclusion

With enhancing quality as an overall foundation, this Planning and Budget Framework (2019 - 2022) has identified areas of strategic priority requiring investment, and builds on the goals of the Strategic Framework as well as commitments made in previous years' Planning and Budget Frameworks. Rather than attempting to describe all university activities, this Framework is focused on areas of priority over the coming three years. 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.

An exciting range of signature investments will accelerate the implementation of the university's new Strategic Framework and drive UVic forward in line with the priorities the university community identified during the development of the Framework and include:

- Strategic Framework Chairs;
- Strategic Framework initiatives fund;
- Experiential learning fund;
- Research impact seed funding; and,
- Graduate student support.

We will also retain our emphasis on quality enhancements and student and faculty supports by:

- Growing the faculty complement;
- Directly investing in the Faculties;
- 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.

The Strategic Framework serves as a guide to UVic's future, articulating our shared vision 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."

Part 2: 2019-20 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 (EPT). This is the third year that this data have been used for decision making and future consultation and feedback on its use will help inform how the tools can be refined to continue to support resource planning into the future and to incorporate the goals set out by the new Strategic Framework. A recent Quality Assurance Process Audit conducted by the Ministry of Advanced Education lauded UVic's integration of continuing quality assurance via academic program reviews with EPT and its connections to academic planning and resource allocations.

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.

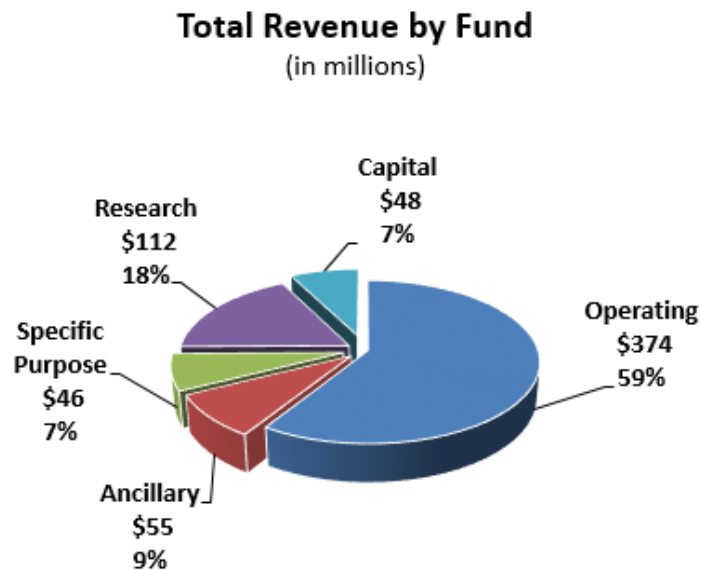
A. Financial Overview

UVic is responsible for the financial stewardship of over \$625 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:

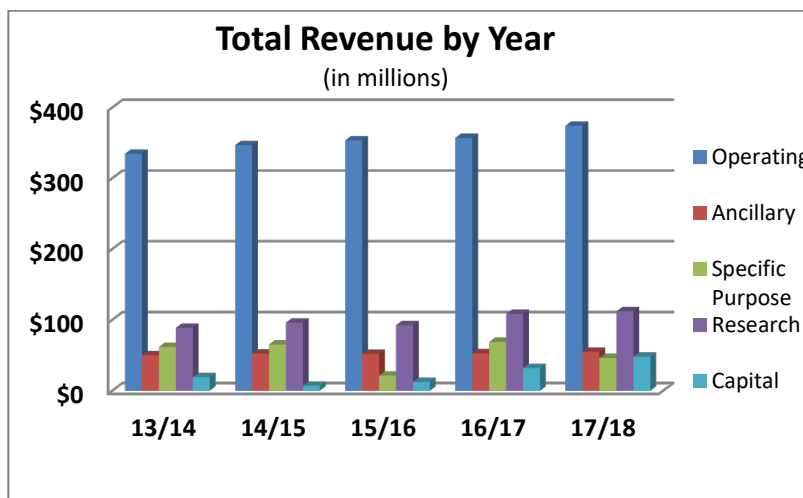
- general operating fund – includes the general operations of the university;
- ancillary enterprises fund – includes the operation of service areas that are considered self-funding such as bookstore, parking, student housing, child care, etc.;
- specific purpose fund – includes contract services, special 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, 2017/18, the total actual revenue for UVic was \$634M and was distributed across the above five funds as follows:



Total university revenue increased by \$16M or 2.6% from the prior year. This increase was a net result of an increase within the operating fund of \$17M mainly due to an increase from the Provincial Operating grant, reflecting incremental funding for collective agreement costs, an increase in capital funds of \$16M due mainly to proceeds from the sale of a property that was no longer in use by the University, Dunsmuir lodge, offset by a decrease in the Specific Purpose fund of \$23M mainly due to a decrease in investment income. Both the ancillary fund and the research fund had modest increases in revenue of \$2M and \$4M respectively. The following chart outlines revenue by fund as well as changes across funds for the last 5 years:



Revenues are closely linked to strategic enrolment objectives. The university's overall enrolment goal is to remain about the same size, although the shape of that enrolment, consistent with our Strategic Enrolment Management (SEM) plan, calls for changes to our enrolment profile. Revenue is expected to grow modestly over the next three years, reflecting increased domestic and international tuition revenue and funding from the Provincial government to offset the costs of the new employer tax, as well as to support funded growth in engineering and computer science, as well as funded growth for the JD/JID program in law. Capital funding will continue to increase over the next few years, reflecting commitments from the provincial government for deferred maintenance as well as funding from various sources to support the capital required to meet the program growth needs for engineering and computer science and law, as well as new student housing.

B. Resource Allocation Recommendations and Fund Information

While financial plans have been developed at a high level for the three-year planning cycle to 2021/22, this document focuses on resource allocations for the coming 2019/20 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 this document solely to provide a more complete financial picture of the institution. Major capital projects and research 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 it operates. The 2019/20 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 by the Strategic Framework and through the Integrated Planning process;
- Provincial government funding will be provided for the engineering and computer science expansion and to support the JD/JID program;
- Domestic undergraduate and graduate tuition will increase by 2% consistent with government policy;
- As part of a two year plan for international undergraduate tuition which started in 2018/19, rates for 2019/20 will increase by 15%, except for the BCom program which will increase by 6%. These increases apply only to students enrolled after April 2018. Students registered as at April 2018 are grand-parented and a 4% increase will apply;
- International graduate tuition will increase by 4% except for MBA and MGB international students which will increase 20% and 10% respectively. As with undergraduate students these fees only apply to those students that enrolled after April 2018. Students enrolled as at April 2018 are grand-parented and a 4% increase will apply;
- We will achieve our budgeted student enrolment levels;
- The provincial government will continue to fund the PSEC mandate over the 3 year period except for excluded staff;
- Total compensation includes:
 - Salary and associated benefit increases as per bargained collective agreements;
 - Salary and associated benefit increases as per PSEC mandate for future agreements; and
 - Progression through the ranks or ranges as per collective agreement.
- The provincial government will fund the new employer health tax net of the reduction in Medical Services Plan (MSP) premiums paid by the university;
- Employer health tax was implemented January 1, 2019. The remaining 50% reduction in medical services plan premiums will occur January 1, 2020 and CPP increases will occur as per the current federal government stated rate schedule;
- Research Support Fund¹ program revenue will be unchanged and recovery of indirect research costs from other sources will be consistent with the last few years;

¹ Federal funding to support indirect costs of research

- Current benefit budgets can absorb unanticipated benefit increases given vacant positions;
- Current utilities budget can absorb expected rate increases due to efficiency programs, conversion to the new district energy plant and the reserve available to protect against harsher winters. Incremental funding will be allocated, in the future, to support incremental costs as a result of capital additions (engineering and computer science and law);
- While the funding for minor routine capital has not yet been confirmed for 2019/20, it is assumed to be \$675K consistent with 2018/19;
- Funding to offset annual incremental inflationary costs will be allocated to those areas that experience high annual inflationary increases (e.g., the Library, University systems, and Facilities Management); 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 (in thousands of dollars) of the projected operating revenues and expenditures for 2019/20 and the following 2 years based on the above assumptions:

TABLE 1

	2018-19 Operating Budget	Projected 2019-20 Operating Budget	Projected 2020-21 Operating Budget	Projected 2021-22 Operating Budget
Revenues				
Provincial Grants	185,819	200,840	207,501	214,608
Federal Grant	6,459	6,459	6,459	6,459
Other Grants and Contracts	5,994	5,994	5,994	5,994
Student Fees	140,841	150,837	158,557	166,097
Department Revenue	33,116	33,234	33,234	33,234
Investment and Other Revenue	3,341	3,341	3,341	3,341
Total Revenues	375,569	400,705	415,087	429,733
Expenditures				
Salaries and Benefits	295,218	311,843	323,469	335,464
Operating Expenses - Current	80,351	80,591	84,505	88,019
New Allocations				
Strategic Framework Initiatives		1,350	850	
New and Expanded Programs		2,208	1,642	1,694
Institutional Priorities		3,908	3,716	3,651
Infrastructure and Inflation		805	905	905
Total Expenditures	375,569	400,705	415,087	429,733
Current Year Budget Surplus / (Deficit)	-	-	-	-

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 2019/20. The goal of this approach is to retain financial flexibility to address, if required, future enrolment declines or other unanticipated fluctuations in operating revenue.

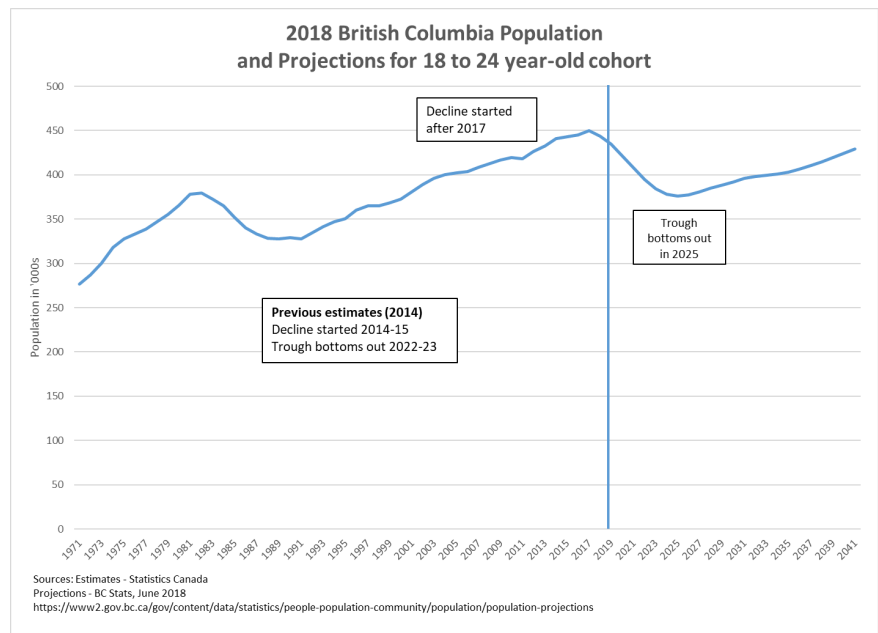
UVic actively manages enrolment levels in relation to academic plans, government accountabilities, and demographic trends, as well as the provincial and global competitive landscape. Our soon to be released Strategic Enrolment Management (SEM) plan articulates a range of goals, strategies and tactics to ensure enrolments are aligned with objectives as set out in our Strategic Framework and associated plans such as the Indigenous Plan, International Plan and Strategic Research Plan, to name a few.

There is a strong and direct connection between enrolments and budgets as our operating grant from the provincial government is contingent upon achieving a particular enrolment level, and

tuition revenues are sensitive to enrolment changes.

Given a typical undergraduate program length of four to five years (with co-op), enrolments are expected to remain relatively stable over this planning and budget framework time horizon (three years). Enrolment projections beyond three years are more difficult to estimate given a wide range of factors. International enrolment levels are further difficult to predict given this segment of our student population is sensitive to world events and post-secondary strategies in countries around the world. Our international recruitment tiering strategy has been successful in increasing overall international representation across our academic programs while diversifying the range of countries from which our international students originate. In addition, our tiering strategy has increased the quality of our entering international students, which has resulted in a high retention rate once enrolled. Given these two considerations, we have confidence in our 3 year enrolment levels.

For domestic students, our enrolment is sensitive to BC population trends for the 18-24 year old cohort. UVic uses population segment projections provided by Statistics Canada and BC Stats which are updated every few years. The last projection (2014) called for a decline of the 18-24 segment starting in 2014-15 and declining until 2022-23 at which point the trend was expected to reverse. The current projection (2018) has the decline beginning in 2017-18 and



continuing to 2025-26 as per the included chart. 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 2021/22 and provides for on-going (base) funds to academic investments, strategic initiatives and other areas while retaining some future flexibility to help address, if necessary, impacts from future enrolment declines by allocating a portion of those funds as term or non-recurring. The incremental new revenue (base) available for allocation in 2019/20 as per Table 1 is \$3.9M, about 1% of the total operating budget. As noted above, in order to retain some financial flexibility each year a portion

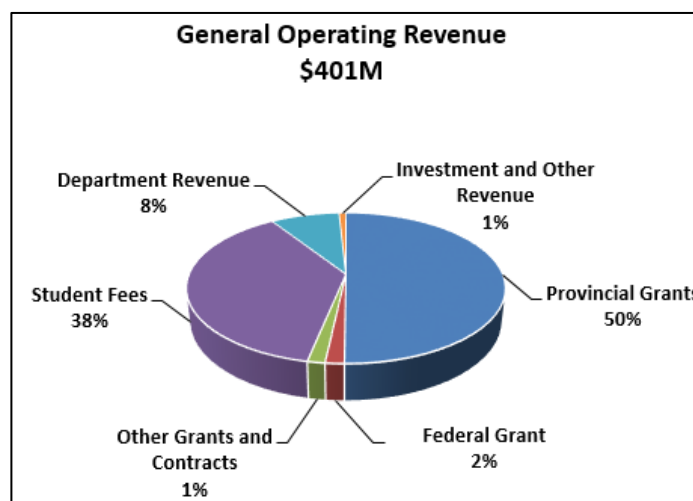
of the base budget is allocated to term or non-recurring priorities. These allocations are funded from prior year funding not committed to base allocations (\$3.8M) as well as other non-recurring sources such as institutional carry forward, one time provincial or federal grants etc. Section (e) below outlines the base and non-recurring expenditure allocations in more detail.

(c) 2019/20 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 2019/20; and
- student fees which account for 38% of revenues.

Total general operating revenue for 2019/20 is projected at \$401M from the following sources:



The **provincial grant** for 2019/20 is expected to increase by \$15M. Of that increase, \$8M represents funding from the province to cover compensation increases under the Public Sector Employee Council (PSEC) mandate for bargained and future agreements, as well as the Economic Stability Dividend (ESD). The new employer health tax net of the reduction in the Medical Services Plan (MSP) premium paid by the university represents \$4.3M of the expected grant increase. The remaining \$2.7M is funding to support the engineering and computer science expansion and the JD/JID program.

For 2019/20 the operating grant is provided to the university based on the following expected enrolment levels which includes the second year of planned expansions in engineering and computer science as well as the JD/JID program.

TABLE 2		FTEs
Undergraduate		13,808
Graduate		2,315
Total funded		16,123

Student Fees represent tuition paid by all student groups (undergraduate and graduate for both domestic and international) and this framework projects total student fees to increase by \$10.1M in 2019/20. Of this increase, about 1/3 represents the incremental revenue as a result of recommended increases for international student, as noted in the budget assumption section, with the balance representing domestic student fee changes, enrolment growth and inflationary increase for grand-parented international students.

Starting May 2017, the university implemented a policy to increase international fees to reflect actual costs of inflation. The university has inflation rates higher than the 2% allowed by Ministerial policy in a number of areas including compensation, capital-related costs, information technology, utilities and library. For 2019/20, the calculated inflation rate continues to be 4%. The university re-invests incremental fees paid by international graduate students into graduate student support which is reflected in the allocations noted later in this document.

The 2018/19 Planning and Budget framework approved by the Board in March 2018 provided for an increase in international undergraduate tuition fees over two years - 20% in 2018/19 and 15% in 2019/20. It also included increased fees for the masters in global business (MGB), the master of business administration (MBA) and a lower increase for undergraduate business students. These increases were a result of a review of international tuition fees, undertaken during 2017/18, which were guided by the Board-endorsed principles that international tuition rates:

- should reflect the quality of the degree being offered;
- be comparable to peers both nationally and internationally for tuition and total cost of education;
- should align 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 ensure the recruitment of the highest calibre students;
- will allow for the provision of quality programs and services to ensure international students are successful in achieving their academic and personal objectives;
- will provide for enhanced student financial assistance for students for whom higher fees would be a substantial barrier; and,
- will contribute to enhanced quality and the long term financial sustainability of UVic.

Consistent with these principles the Board further endorsed that the approach should:

- ensure that current students would only be charged the inflationary increase (e.g., grand-parent 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.

As per the above principles, fee increases for 2018/19 were applied to new students only, with current student increases reflecting inflation of 4%. During the review, consultations with students indicated that transparency in tuition changes is important and that students needed to know the cost of their education before making their commitment to enroll. As a result of these consultations, and to ensure that new students were aware of the new tuition levels when accepting an offer of admission for

2018/19, a letter was sent to each new student in April 2018 outlining the approved fee for 2018/19 and the projected second year increase of 15% (or the MGB, MBA or BCom increase as appropriate). Students were offered a full refund of their application fee if they chose not to attend UVic as a result of this increase. No application fees refunds were requested and fall enrolment levels indicate that international enrolments for 2018-19 are up slightly over the prior year. Consistent with the principles above, the university will continue to compare our tuition with those of our peer institutions. Information from Statistics Canada indicates that 2018/19 UVic international tuition fees have not changed position relative to our peers and remain lower than our principal comparators and about 16% lower than SFU (our closest geographical peer).

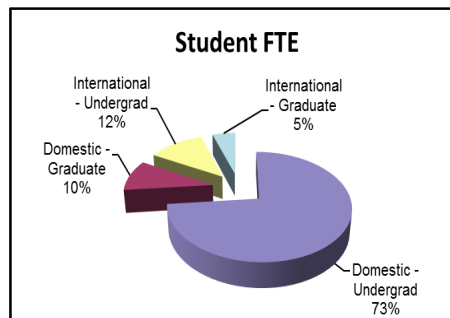
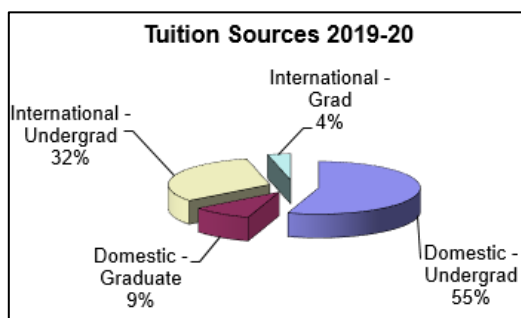
Consistent with the two year plan and as outlined in the budget assumptions section, this budget has been developed with the following increases for international students:

- inflationary only increase for graduate programs (4%). The exception to this recommendation is for MBA and MGB programs where the recommended increases are:
 - MBA – 20%
 - MGB - 10%

Consistent with the principles note above these increases apply only to those student who enrolled after April 2018. Student enrolled before this time are grand-parented (4% increase).

- undergraduate student increase of 15%. The exception to the above recommendation is to adjust BCom fees by 6% reflecting that our tuition is more comparable to peers than other programs. As with the MBA and MGB noted above, this increase applies to those students who enrolled after April 2018, with those students enrolled before this time subject to a 4% increase.

Given the growth in undergraduate international students over the last three years, tuition from international sources makes up ~36% of total tuition whereas international students comprise 17% of student FTE enrolment as follows:



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

The attached Appendix 1, Schedule of Tuition Fees for 2019/20, outlines the tuition fees by program

and requires Board approval as part of the budget process. In order to address potential financial issues that may arise for international students, additional base budget for bursaries was approved in 2017/18 of \$50,000 to support international students.

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 2018/19, the university was notified that the 2018/19 base RSF grant would be decreased by \$0.23M. The base budget for 2019/20 reflects this change. The university however will also receive one-time funding in 2018/19 and 2019/20 in the amount of \$0.42M. As required by the funding agency these funds will be allocated to support one time projects that support research.

Department Revenue is projected to increase by \$119K 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 \$88.88.

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

Application Type	From:	To:
domestic undergraduate	\$ 76.25	\$ 77.75
domestic graduate	\$ 124.00	\$ 126.50
domestic law	\$ 95.75	\$ 97.75
international undergraduate	\$ 127.00	\$ 132.00
international graduate	\$ 156.00	\$ 162.25

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 composed of interest, dividends and gains/losses earned from university cash balances which are invested in short term investment vehicles such as money

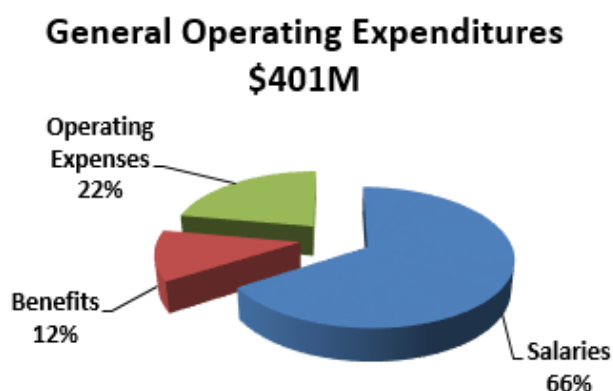
market, mortgage and bond funds. The remaining revenue is composed of incremental revenue expected from real estate entities UVic Properties and Heritage Realty, and overhead revenue from research contracts. Income is also generated through internal loans to ancillary services provided to fund capital 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) is expected to 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 budget framework projects revenue in 2019/20 to increase in total by \$25.14M over the prior budget as follows:

(in millions)	
Provincial Grant:	
Compensation	\$ 8.06
Employer health tax	\$ 4.25
Engineering and JD/JID	\$ 2.71
Student Fees:	
Inflation increases 2% / 4% and growth	\$ 6.16
International rate adjustment	\$ 3.72
Differentials	\$ 0.12
Department revenue and other income	\$ 0.12
Total incremental revenue increase	\$ 25.14

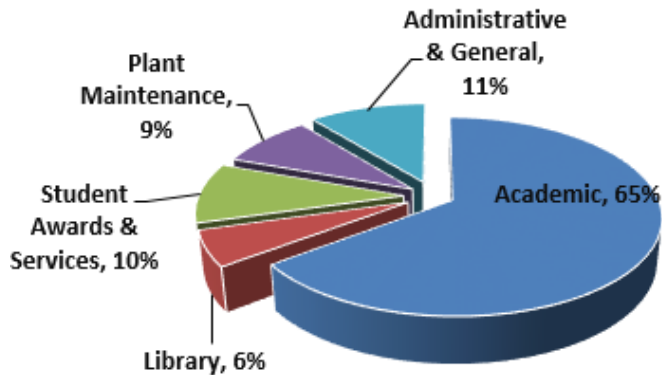
(d) Operating Expenditure Information

The importance of people to the university is reflected in the operating budget, with 78% of annual operating expenditures allocated to support salary and benefit costs.



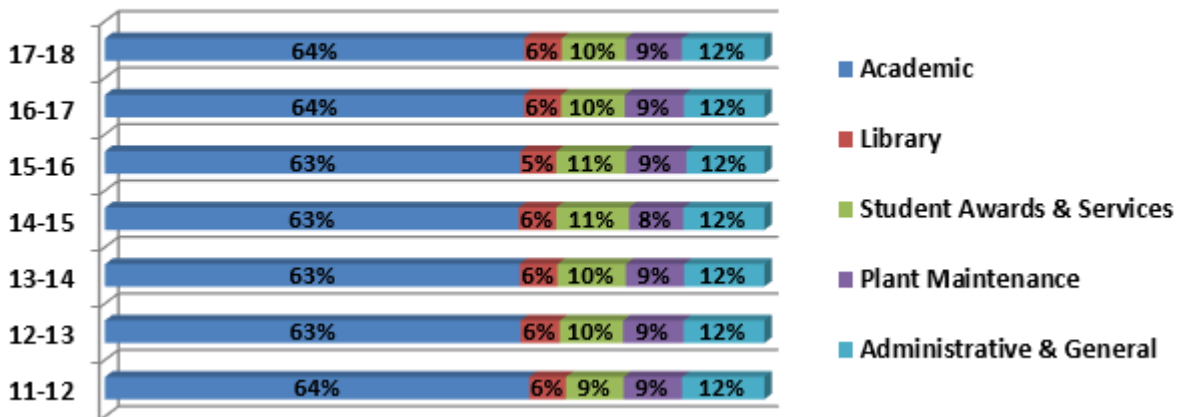
Aligned with the mission of the university, ~80% of the total operating budget is allocated to academic areas including faculties, research, library, student financial aid and student services, with the remaining ~20% allocated to facilities and support functions. The following chart outlines expenditures by functional area:

Operating Expenditures by Function



The above proportions have remained consistent over a long period of time as outlined in the following chart:

% of Operating Expenditures for Each Functional Area



(e) Operating Expenditure Plan

The annual expenditure budget is adjusted each year first to account for known compensation, regulatory, inflationary and maintenance 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 2019/20 these total \$17.68M as follows:

	(in millions)
Compensation (salaries and benefits)	\$ 11.08
Employer health tax costs	\$ 5.55
Library acquisition inflationary costs	\$ 0.56
Maintenance and inflationary costs	\$ 0.25
Department revenue – fees and differentials	\$ 0.24
Total	\$ 17.68

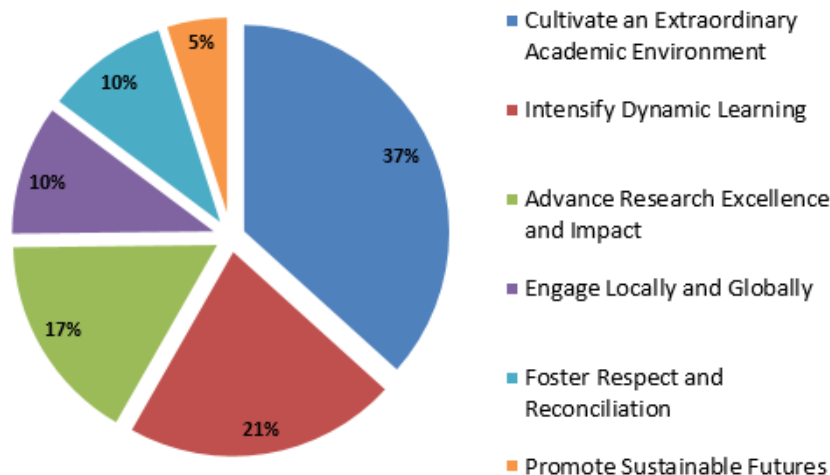
The \$5.55M for Employer health tax costs represents additional costs to the university resulting from the implementation of the new tax on January 1, 2019. This amount is greater than the incremental revenue noted above from the provincial government as the revenue increase is net of the savings from a 50% reduction in the medical service plan premiums that occurred January 1, 2018. The \$0.56M 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 \$0.25M for maintenance and inflationary includes allocations to facilities management and university systems to address inflationary costs of supplies and licensing respectively.

Funds available in 2019/20 for allocation to strategic priority areas are derived from three distinct sources:

1. Incremental revenue committed to base that is not required to fund compensation/regulatory items as per above;
2. Funding not committed to base allocations, allocated each year for non-recurring items; and
3. Institutional carryforward, also allocated for non-recurring items and is derived from unspent budget and/or unbudgeted revenues.

Strategic Framework allocations are illustrated by priority areas in the following chart:

Allocations 2019/20 by Strategic Framework Area



The allocation of these funds is described in more detail in the sections below.

The 2019/20 budget provides \$1.35M in base funding to support commitments for Strategic Framework priorities:

Key Priority Area	(in millions)
1 Cultivate an Extraordinary Academic Environment	
Academic Chairs (up to 4)	\$ 0.60
Academic and Research support	\$ 0.40
Strategic Impact fund	\$ 0.15
Fellowship for enriched teaching	\$ 0.05
3 Intensify Dynamic Learning	
Experiential Learning fund	\$ 0.15
Total	\$ 1.35

Allocations totalling \$2.21M are also required to support government funded enrolment expansions (engineering and computer science and JD/JID law), and graduate fellowship funding earmarked from graduate international fee increases. In addition to these allocations, there remains \$3.91M in base funding available for institutional priorities:

	(in millions)
Total incremental revenue increase	\$ 25.14
Less:	
Compensation, regulatory, inflationary & maintenance	\$ (17.68)
Strategic Framework commitments	\$ (1.35)
Program expansion, graduate fellowships	\$ (2.21)
Total base available	\$ 3.91

The Integrated Planning process is both a bottom-up and strategic approach to investment decision making. All units provide prioritized administrative and academic plans along with associated resource requests. These requests and associated supporting information are prioritized by Vice-Presidential portfolio, then reviewed and discussed at the Integrated Planning Committee in order that allocation decision can be made that optimally align allocations with resources available and overall strategic priorities (each year the requests far exceed new budget available). The outcome of this process is presented in the allocations outlined in Table 3 below, organized by Strategic Framework areas of priority. While they are so grouped, it should be noted that the table provides only a general overview of financial investment by priority area as many of these investments address goals across multiple priorities. For example, the *fund development plan* under Strategy 5 - Promote Sustainable Futures, addresses the strategy 5.5 objective of diversifying resources through philanthropic and other means. It also addresses strategy 6.5 - Increase the engagement of alumni, retirees, volunteers and partners who support out students, strengthen our connections with communities, engage in lifelong learning and who are integral to a robust culture of philanthropy. As another example, *meeting student demand* under Strategy 3 – Intensify Dynamic Learning, addresses the strategy 3.5 objective of developing and evolving high-quality academic programs. It also addresses strategy 2.4 - provide resources and develop targeted initiatives to recruit and support a diverse and talented community of researchers, including graduate students and post-doctoral fellows.

TABLE 3

Key Priority Area	(in millions)
1 Cultivate an Extraordinary Academic Environment	\$ 1.37
Undergraduate scholarships	\$ 0.25
International supports - tiering strategy	\$ 0.18
Student supports and success	\$ 0.19
Academic and Research support	\$ 0.20
Software and hardware licencing including cyber security	\$ 0.17
Information system infrastructure	\$ 0.38
2 Advance Research Excellence and Impact	\$ 0.59
Research infrastructure	\$ 0.11
Software and hardware licencing including cyber security	\$ 0.13
Information system infrastructure	\$ 0.28
Supporting faculty and research	\$ 0.07
3 Intensify Dynamic Learning	\$ 1.09
International supports	\$ 0.20
Meeting student demand	\$ 0.80
Supporting faculty and research	\$ 0.09
4 Foster Respect and Reconciliation	\$ 0.20
Indigenous supports	\$ 0.20
5 Promote Sustainable Futures	\$ 0.30
Fund development plan	\$ 0.30
6 Engage Locally and Globally	\$ 0.37
University communication plan	\$ 0.12
Legacy gallery support	\$ 0.07
International supports	\$ 0.18
Total base allocated to institutional priorities	\$ 3.91

Table 3 outlines how overall funding will be used to support priorities outlined in the Strategic Framework and reflected in Part I of this document. The specific funding allocations will be part of the detailed budget allocation process approved by the President (presented to the Board in September for information).

The above allocations provide for investments within every academic Faculty and support the following academic areas of priority:

- Faculty enrolment funding to support approved enrolment plans within engineering and computer science and business, and program support across faculties including faculty positions, TA support, co-op coordinators, etc.;
- on-going funding to support the JID/JD program within the Faculty of Law;
- funding to support faculty start-up, academic equipment and health science initiatives;
- funding to sustain the Canada Research Chair program;
- Student services and supports, including the Centre for Accessible Learning;
- the Office of Indigenous Academic and Community Engagement and for the LE, NONET

program of academic and student supports;

Other significant allocations include:

- funding for key supports for the on-going implementation of the Strategic Research Plan;
- year 2 funding to continue the priority of enhancing our fund development team in order to increase funding from philanthropic sources;
- increased on-going support for the university communication plan and resources for the Legacy Gallery;
- funding for software licensing, including cyber security and systems infrastructure to enhance the relevance and security of our systems; and,
- ongoing funding for policy development and review work.

As well as the above base investments, this budget provides for non-recurring budget of \$8.35M. This funding is available from:

- budget not committed to base allocations of \$3.76M which is the funding the university has retained in base to be used each year for non-recurring or term allocations in order to retain some financial flexibility as outlined above;
- institutional carry forward; and
- one-time funding from the federal government as part of the research support fund of \$0.42M.

Table 4 outlines the non-recurring allocations for 2019/20, and represents both new and the continuation of multi-year commitments. Some examples of multi-year commitments include student health services, student supports and success initiatives, supporting faculty and research, research support, Indigenous students, the fund development plan and reputational advancement.

TABLE 4

Key Priority Area	(in millions)
1 Cultivate an Extraordinary Academic Environment	\$ 3.17
Graduate Fellowships	\$ 0.53
Undergraduate scholarships	\$ 1.00
Student health	\$ 0.58
Supporting faculty and research	\$ 0.45
International tiering	\$ 0.08
Student supports and success	\$ 0.26
Faculty and department support	\$ 0.24
Information system infrastructure	\$ 0.03
2 Advance Research Excellence and Impact	\$ 2.03
Building research connections	\$ 0.20
Library collections	\$ 0.60
Supporting faculty and research	\$ 0.37
Research data storage	\$ 0.16
Intellectual property support	\$ 0.25
Health initiative	\$ 0.20
Faculty research support fund	\$ 0.25
3 Intensify Dynamic Learning	\$ 1.11
Meeting student demand	\$ 0.27
Student supports and success	\$ 0.16
International supports - work study	\$ 0.20
Supporting faculty and research	\$ 0.47
4 Foster Respect and Reconciliation	\$ 0.28
Education, policy implementation and hiring support	\$ 0.14
Indigenous fellowships	\$ 0.03
Indigenous supports	\$ 0.11
5 Promote Sustainable Futures	\$ 0.48
Fund development plan	\$ 0.42
Supporting faculty and research	\$ 0.07
6 Engage Locally and Globally	\$ 1.28
University communication plan	\$ 0.51
University web renewal	\$ 0.54
Supporting faculty and research	\$ 0.14
Reputational advancement	\$ 0.10
Total non-recurring allocated to institutional priorities	\$ 8.35

The above allocations provide for investments across the university in priority areas as well as

required investments to sustain operations. Some highlights include:

- funding to support research including building research connections, for intellectual property support, addressing animal care needs, and providing assistance with external research applications;
- continuing with significant investments in undergraduate scholarships and graduate fellowships, including specific allocations for Indigenous graduate students;
- an allocation to the library to supplement the base amount of \$0.56M noted above to address inflationary and US dollar impacts;
- student services and supports including funds for international student priority support areas such as work study. Includes funding to enhance programs and services offered by the Office of Student Life and provides additional supports for recruitment and admissions services;
- in order to ensure access to health care for both international students and domestic students from outside Victoria, \$0.49M in non-recurring funding has been allocated to support health services. Within the capital plan, funding has also been allocated for renovations required to support the new Student Health and Wellness Centre;
- funding to support the university communications plan and the fund development plan to supplement base budget allocated above;
- funding to rebuild and refresh the university external website;
- continued funding for employee services such as retirement planning offered to faculty and staff, immigration support, leadership training, and funding for sexualized violence, conflict resolution, and equity and privacy training.

As noted above, \$3.76M of non-recurring funding results from base funds not committed to on-going costs in order to maintain financial flexibility to protect against enrolment fluctuations or other unforeseen events. This level of base funding provides protection from enrolment decline roughly equal to 151 (~7%) undergraduate international students or 674 (~5%) domestic students as follows:

TABLE 5

	# of FTEs	Percent
Base funding retained (\$)	\$ 3.76	0.9%
International FTE fluctuation absorbed (FTE)	151	6.6%
or Domestic FTE fluctuation absorbed (FTE)	660	4.7%

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

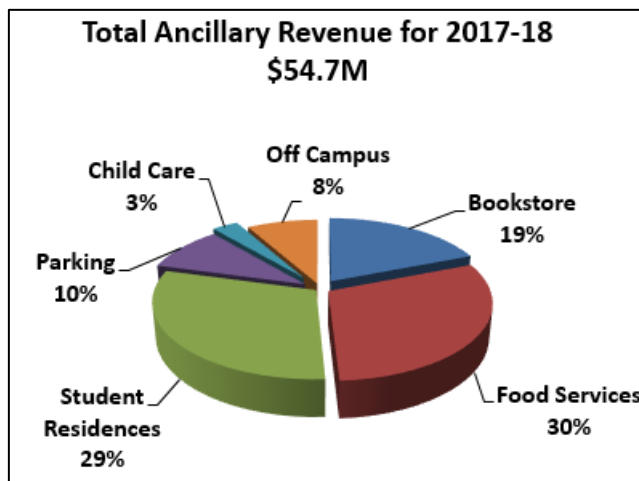
planning (e.g., studies or design work) or minor projects to address maintenance or rehabilitation issues (e.g., replace flooring). For 2019/20 this funding is expected to be ~\$675,000 and is provided as envelope funding - institutions have full discretion over its allocation.

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). For 2019/20 we anticipate funding from government of ~\$11.4M; however, there is a requirement for a 25% contribution from the institution, or ~\$4.0M. 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 improvement 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 units.

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 2017/18 totaled \$54.7M 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 2017/18, this source of revenue accounted for ~92% 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 2019/20 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 6 summarizes the current year budget and the proposed Residence Services budget for the next 3 years.

Table 6

Residence Services	Budget 2018-19 (000s)	Projected Budget 2019-20 (000s)	Projected Budget 2020-21 (000s)	Projected Budget 2021-22 (000s)
Total Revenue	\$16,963	\$17,468	\$17,506	\$18,032
Salaries and Benefits	\$5,541	\$5,854	\$5,661	\$5,774
Operating Expenses	\$5,293	\$5,134	\$5,326	\$5,525
Debt Servicing	\$2,395	\$2,374	\$2,393	\$2,393
Capital projects	\$3,500	\$3,000	\$3,500	\$3,500
Provision for Capital & Reserves	\$233	\$1,105	\$626	\$839
Total Expenditures	\$16,963	\$17,468	\$17,506	\$18,032
Loan / Draw from capital reserve	\$0	\$0	\$0	\$0

The above budget is consistent with the 10 year plan developed by student housing several years ago. The plan provides for funding to address deferred maintenance as well as ensuring plans will support overall expansion to address student demand. To develop the 10 year plan, a comprehensive review of housing infrastructure (buildings) was undertaken by the Residence Services Department (RSD), which is the basis for the 10 year renewal plan. This plan includes a prioritized list of deferred maintenance work totalling ~\$81M. 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, elevator renovations, lighting updates, etc. RSD plans to update its deferred maintenance plan within the next two years to review building conditions and assess priorities.

With respect to expansion, there are plans to provide 620 new beds on campus by 2024. The project is currently in the design phase with construction to commence in 2020. Table 6 does not include revenues, expenses and capital investment related to the expansion.

The budget in table 6 reflects a 4% increase in single student housing rates and 4% to 6% increases in family housing rates (2-3 bedrooms) and provides ~\$3M to address deferred maintenance work, including the following projects:

- Renovation to Craigdarroch office building in conjunction with early work (deconstruction of exterior overhead walkways and ramps) as the first step of the new student housing building to begin in 2020;
- Continued roofing for Lam family housing (deferred from 2017/18);
- Elevator renovations; and
- Other various renovations (carpets, paints, stairs, furniture, etc.).

The proposed 2019/20 rate increases for various housing types are outlined in Appendix 2. In 2018/19 and prior years, UVic rental rate increases for Family Housing were limited to the average percentage rental increase experienced in the Metro Victoria area, as surveyed and reported by CMHC as part of the Commonwealth Games legacy. These increases (which averaged roughly 2.5% a year over the past 8 years) kept rates below operational needs and have resulted in cross subsidy with single student housing. In 2018/19, the average rent for a Family Housing unit was 19% less than the average rent for a similar unit in Saanich (depending on the unit type). 2018/19 was the final year of this agreement and our intent is to develop a long term plan that will ensure family housing rates remain at the lower end of the market while still being able to build capital reserves.

(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. In order to ensure profitability, UFS has been undergoing a restructuring of the food services operations. Table 7 below provides the 3 year projected budget, beginning in 2019/20.

Table 7

Food Services	Budget 2018-19 (000s)	Projected Budget 2019-20 (000s)	Projected Budget 2020-21 (000s)	Projected Budget 2021-22 (000s)
Total Revenue	\$18,646	\$18,920	\$19,180	\$19,543
Salaries and Benefits	\$9,177	\$9,425	\$9,608	\$9,795
Operating Expenses	\$8,517	\$8,556	\$8,681	\$8,855
Debt Servicing	\$637	\$637	\$637	\$637
Provision for Capital and Reserves	\$315	\$302	\$254	\$256
Total Expenditures	\$18,646	\$18,920	\$19,180	\$19,543

In 2014/15 through to 2016/17, UFS had annual operating losses resulting in an accumulated deficit

of \$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. Significant restructuring took place over the last few years resulting in UFS returning a modest surplus for 2017/18 with a modest surplus projected for 2018/19. The above table 8 shows that over the 3 year planning cycle UFS projects to have sufficient revenue to contribute to a capital reserve. Through continued operational refinements such as staffing changes, food cost management, alternative products and pricing, UFS anticipates the debt will be eliminated by 2020/21.

Revenue for 2019/20 is projected to increase ~1.5% over the 2018/19 budget. This reflects an increase to student housing meal plan rates of 4% as outlined in Appendix 2, modest revenue growth from retail operations including branded units², and offset with a 13.5% decrease (\$256,933) in catering revenue. The projected decrease in catering revenue is due to a reduction in conference activity resulting from the Cadboro Commons site preparation in summer 2019 for the new housing and dining project. The 4% housing meal plan rate increase is needed to ensure that the budget includes dedicated funding for capital investments that directly enhance the student housing dining environments, facilities and equipment.

Capital expenditures for 2019/20 will be fairly modest, consisting of minor improvement to satellite retail locations.

(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 2018/19, as well as projections for 2019/20 to 2021/22.

² Booster Juice, Bento Sushi and Fresco Taco

Table 8

Parking Services	Budget 2018-19 (000s)	Projected Budget 2019-20 (000s)	Projected Budget 2020-21 (000s)	Projected Budget 2021-22 (000s)
Total Revenue	\$5,294	\$5,604	\$5,881	\$6,161
Salaries and Benefits	\$1,799	\$1,821	\$1,857	\$1,894
Operating Expenses	\$1,284	\$1,213	\$1,201	\$1,264
Capital, Provision for Reserve and TDM	\$2,211	\$2,570	\$2,823	\$3,003
Total Expenditures	\$5,294	\$5,604	\$5,881	\$6,161

The three year projected budget reflects a parking permit rate increase of 5% in each of the three years, as well as modest increases in the number of annual permits sold and transient parking revenue. New for 2019/20 is the introduction of a new permit valid only at the Ian H Stewart Complex and Velox Field parking lot. This permit is priced at 35% below the cost of a general permit to incentivize parking at the underutilized lot.

The 5% rate increase for 2019/20 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; and
- an appropriate level of funding is available to support a comprehensive travel choices program.

While the 3 year plan reflects 5% increases in each year, the actual recommended rate increases beyond 2019/20 will be determined over the next year based on the requirement for, and projected cost of, future parking structures as well as the development of updated goals and objectives of an enhanced travel choices program.

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 carshare partnership with Modo, as well as the availability of electric vehicle and electric bicycle charging locations, 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. The results for the 2018 modal split transportation survey are still pending;

however, a key objective from the new Campus Cycling Plan is to increase the cycling mode share from 7.7% of all trips in 2016 to 10% of all trips in the future.

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 2019-20 will be allocated to specifically address the modal split goal by developing a proposed new TDM plan for the university. As well as a new TDM plan the funding will be used to:

- Provide partial funding for the implementation of the strategies outlined in the new Campus Cycling Plan;
- Support the SPOKES program operating out of the Campus Bike Centre;
- Continue to subsidize, and explore the potential to increase, the Employee Bus Pass program;
- Implement bikeshare (U-Bicycle) on campus;
- Sponsors the Greater Victoria Bike to Work Society and other on-campus active transportation campaigns;
- Foster the Modo carshare partnership, as well as promote other carshare, carpool, rideshare, and vanpool opportunities;
- Encourage the use of electric vehicles in UVic fleet and commuters, and install more electric vehicle charging stations as demand grows and grants become available;
- Advocate for future BC Transit service additions and routes to serve the campus community;
- Continue with various educational, committee and communication activities as they relate to sustainable and active transportation; and
- Monitor the trends and options in sustainable transportation.

While a 5% increase in parking rates will raise the annual general parking permit to \$541.00 a year (45.08 monthly), the subsidized monthly bus pass will remain unchanged from last year at \$38.50. This maintains the goal of increasing the differential between parking rates and the subsidized bus pass as a means to incentivize the use of public transportation. The daily parking rate maximum will increase to \$9.00 from \$8.00, and the evening parking rate maximum will increase to \$3.50 from \$3.00.

The parking rates resulting from the increases noted above are contained in Appendix 3. These rates will be effective September 1, 2019. All parking passes expire August 31st of each year.

(d) Child Care Services

Child Care Services operates seven child care centres and a family centre ~~centres~~ at UVic. A \$2.6 million renovation was completed in October 2018, that renovated and upgraded all Child Care facilities including the creation of 32 new 3-5 year old full day child care spaces and the renewal of two playgrounds. 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 operational 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 Child Care Services budget for 2018/19, as well as projections for 2019/20 to 2021/22.

Table 9

Child Care	Budget 2018-19 (000s)	Projected Budget 2019-20 (000s)	Projected Budget 2020-21 (000s)	Projected Budget 2021-22 (000s)
Total Revenue	\$1,783	\$2,207	\$2,244	\$2,283
Salaries and Benefits	\$1,533	\$1,937	\$1,976	\$2,016
Operating Expenses	\$238	\$256	\$260	\$263
Reserve Allocation	\$12	\$14	\$9	\$4
Total Expenditures	\$1,783	\$2,207	\$2,244	\$2,283

The three year projected budget includes fee increases of 2% for infants (6 months to 18 months), 2% for toddlers (18 months to 36 months) and 2% for pre-school children (37 months to 5 years). The recommended fee increases are required to cover salary and benefit increases. At the above fee levels, UVic rates will continue to be comparable to rates at UBC, SFU and Camosun College. The projected budget increase in 2019/20 over 2018/19 reflects the first full operational year of Centres 7 and 8, opened on September 1, 2018.

See Appendix 4 attached for the 2019/20 schedule of child care fees effective May 1, 2019.

(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 Bookstore budget for 2018/19 as well as projections for 2019/20 to 2020/21.

Table 10

Bookstore	Budget 2018-19 (000s)	Projected Budget 2019-20 (000s)	Projected Budget 2020-21 (000s)	Projected Budget 2021-22 (000s)
Total Revenue	\$10,172	\$9,316	\$9,630	\$9,726
Salaries and Benefits	\$2,107	\$1,966	\$2,112	\$2,133
Cost of Goods Sold	\$7,863	\$6,989	\$6,999	\$7,069
Operating Expenses	\$168	\$309	\$459	\$464
Reserve Allocation	\$33	\$51	\$59	\$59
Total Expenditures	\$10,172	\$9,316	\$9,630	\$9,726

The overall budget for the bookstore is expected to decrease in 2019/20 (from last year's budget) and then begin to increase for the next 2 years. The decline in projected 2019/20 revenue reflects anticipated reduced sales in physical books over the 3 year period. Revenues increase in 2020/21 and 2021/22, as merchandise sales are anticipated to increase at a rate greater than the continued decline in physical book sales. In 2018/19, the Bookstore and the UVic Division of Learning, Teaching, Support and Innovation 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. The Bookstore will continue this pilot in 2019/20.

(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 \$750K.

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; and
- UVic Industry Partnerships (UVic IP).

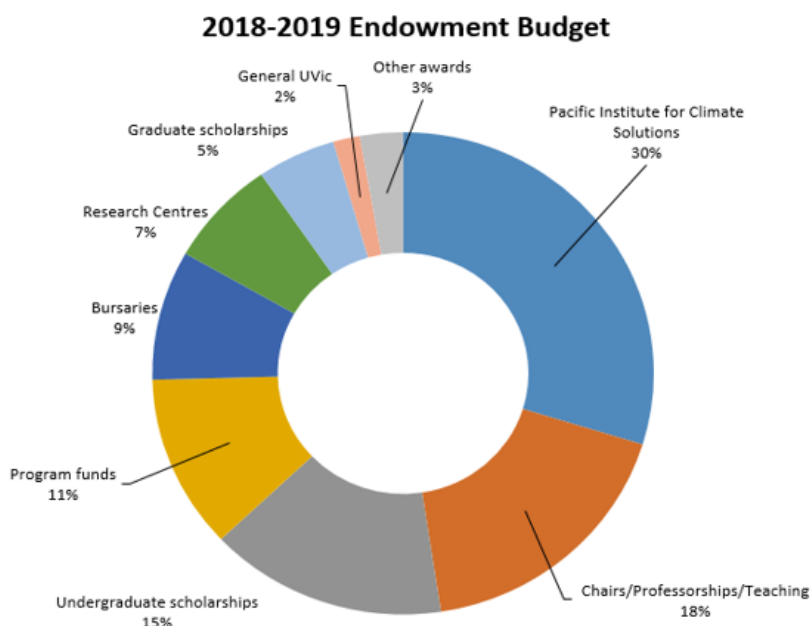
Total revenue for specific purpose decreased by \$22.7M in 2017/18. This is largely the result of a decrease in investment income within the Foundation of \$17.9M from the previous year. The majority of revenue (98% in 17/18) in the specific purpose fund is either departmental revenue or revenue from 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 composed 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, 2018, there were over of ~1,300 funds with a market value of ~\$440M. 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 2018/19, the total Foundation distribution was \$15.6M and was allocated as follows:



The Foundation distribution budget increased by 5% in 2018/19 or ~\$0.6M. 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 2017/18. 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.

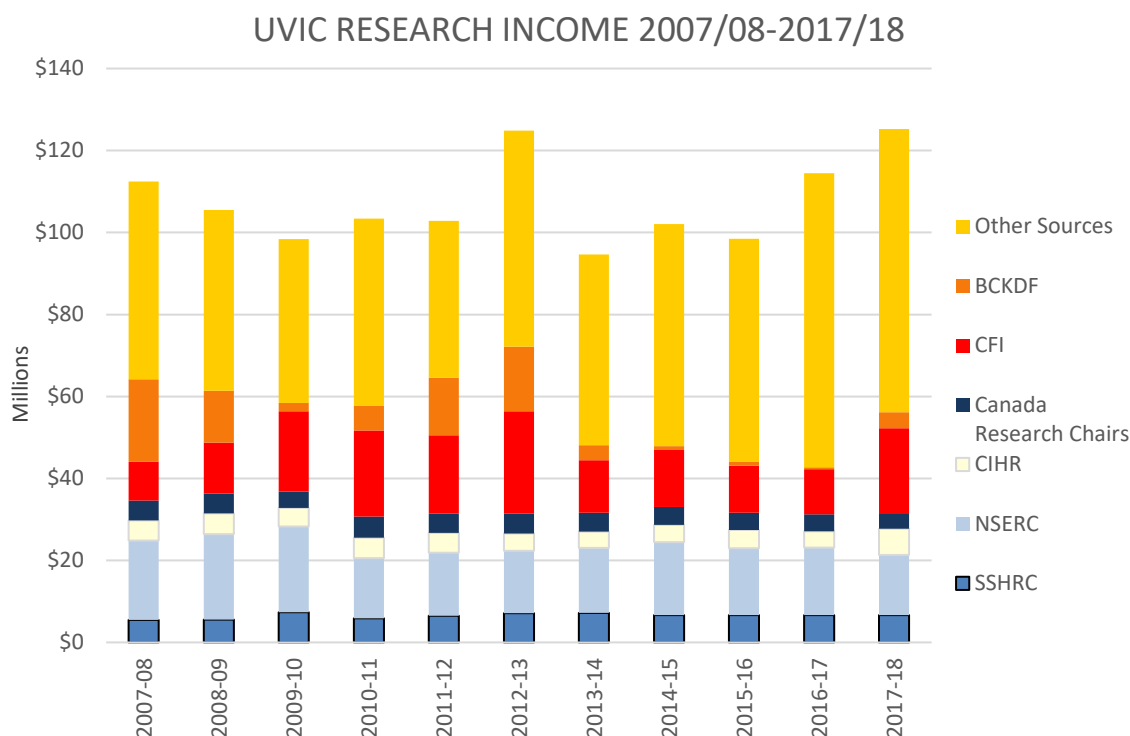
For 2019/20 the budget is expected to grow again by the 2018 inflation rate of 2% and decrease modestly as a result of weak financial markets in 2018/19. These returns will result in fewer endowments being eligible for the additional 0.5% spending. This year marks the first time that the budget will be approved by the Foundation in March (2019) and transferred to the university in April. Previously, the budget was approved in May and expenses were funded on a monthly basis as they occurred. The updated process allows budgets to be posted to accounts earlier in the fiscal year to facilitate better planning and accordingly more timely use of the funds.

4. Sponsored Research Funds

(a) Research Income

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

In 2017/18, UVic received \$125.2M in external research funding, including income from the RSF for indirect costs of research. Over the 2010-2018 period the amount of funding from the federal Tri-Agencies has been steady. The increase in overall funding over the last two years is attributable to higher CFI funding in support of our large infrastructure projects and also strong results from other sources of funding 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; and
5. Enhancing and Optimizing the Provision of Research Service.

Infrastructure Funding

UVic was awarded \$2.6M by CFI and the BC Government under the John Evans Leadership Fund. This investment includes \$800,000 to support the laboratory for Ian Manners’, who is UVic’s Canada 150

Research Chair in Material Sciences. Ian Manners is one of only 24 Canada 150 Chairs, designed to attract the world's most talented researchers and scholars to Canada.

The CFI provided final approval of \$46.6M Major Science Infrastructure (MSI) operating funds for the next 5 years to UVic's world-leading Ocean Networks Canada (ONC). 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.

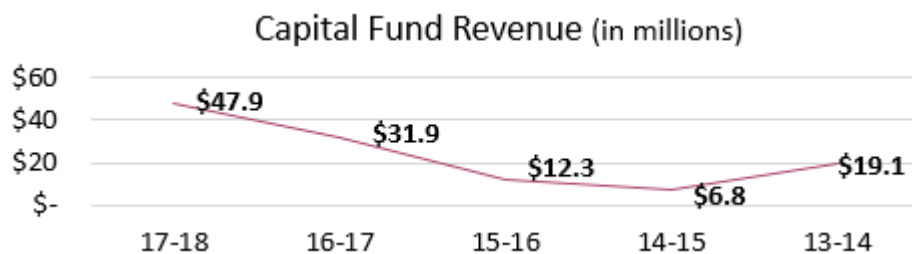
Western Economic Development (WD) awarded \$980,000 to support UVic's Centre for Aerospace Research (CfAR), a Canadian leader in Unmanned Air Systems research, design, integration and testing. WD support will allow CfAR to engage with industry, research centres and regulatory bodies on the development, validation and evaluation of new and emerging systems and advanced manufacturing technologies in unmanned air systems and small satellites.

Major Research Funding

UVic researchers submitted 615 grant applications to over 100 funding competitions in 2018. Highlights of research grant funding success include individual awards totaling \$7.75M over 5 years through NSERC's Discovery Grants program, which will provide key operational funding for research in natural sciences and engineering. Our researchers also secured nearly \$4.7M in funds through CIHR's Project Grant competition to support diverse health-related proposals, from addressing home care challenges through to improving cellular immunotherapy. Our researchers were also highly successful in SSHRC's Special Call on Indigenous Research Capacity and Reconciliation with an average \$50K awarded; our 83% success rate well above the national average of 50%. Major Health Canada funding of \$1.7M was also received through their Substance Use and Addictions program, and one of our researchers received a prestigious NSERC E.W.R. Steacie Memorial Fellowship for her ground-breaking work in oceans and climate change.

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. Depending on the nature of the project and activities in this fund, revenues and expenditures can vary greatly from year to year. The chart below illustrates fluctuations in capital fund revenue over the past five year:



Major capital activity over the past year included:

1 Saunders expansion and renovations

A new service building was completed over the last year to provide renewed and incremental new space to the facilities management department. This incremental space was required to address a significant space shortfall for the department; the largest on campus. The project also included seismically upgrading the Saunders building to post disaster level in order that the facilities team, as part of the responder team, will have a facility to work from in the event of a significant earthquake.

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:

- Campus building system alarm upgrades (multi-year project);
- Design work required to seismically upgrade MacLaurin D wing;
- Multiple smaller roof replacements;
- Elevator renewals;
- Continuation of emergency eye wash station upgrades;
- Bio-level 2 and safety upgrades to science labs; 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 and will be complete in spring 2019. Other components (loop expansion, efficiency equipment in various buildings, etc.) will be completed over a longer period of time as funding becomes available.

4 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 DTB for both Science and Social Sciences. Current expectations are that these groups will move in late 2019/20.

The capital priorities approved in the 2018/19 capital plan for the next five years include:

- Student housing expansion to add 620 new beds;
- An addition to the Engineering and Computer Science Building to support enrolment growth;
- An addition to the Fraser Building to support the new JD/JID program;
- An addition to the Business and Economics Building (BEC) to support growth in business programs;
- Campus seismic and renewal program;
- Additional space to address pressures in Science and Social Science from growth; and
- Petch and MacPherson building renewals.

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 2019/20. 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;
- 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 \$ 401M and total annual expenditures across all funds over \$634M. 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, 2019

		Effective May 1, 2017	Effective May 1, 2018	Effective May 1, 2019
Undergraduate Tuition				
Tri Faculty				
Per fee unit -	Domestic	365.00	372.30	379.75
	International	1,204.16	1,444.98	1,661.73
	Grandparented International	1,204.16	1,252.32	1,302.41
Course Challenge				
Per fee unit -	Domestic	182.50	186.15	189.88
	International	602.08	722.49	830.87
	Grandparented International	602.08	626.16	651.21
AHVS 488 and HA 499 per unit		454.86	463.96	473.24
Business Faculty				
Per fee unit -	Domestic	497.60	507.56	517.72
	International	1,561.46	1,655.16	1,754.48
	Grandparented International	1,561.46	1,623.92	1,688.88
Co-op Program Fee -	Domestic	344.60	351.50	358.54
	All International	585.60	609.02	633.38
Engineering Faculty				
ENGR courses				
Per fee unit -	Domestic	365.00	372.30	379.75
	International	1,204.16	1,444.98	1,661.73
	Grandparented International	1,204.16	1,252.32	1,302.41
CENG, ELEC, MECH, CSC, SENG, BIOM				
Per fee unit -	Domestic	403.88	411.96	420.20
	International	1,299.28	1,559.14	1,793.01
	Grandparented International	1,299.28	1,351.25	1,405.30
Co-op Program Fee -	Domestic	344.60	351.50	358.54
	All International	585.60	609.02	633.38
Co-op Work Term				
Per work term -	Domestic	689.20	703.00	717.08
	All International	1,171.20	1,218.04	1,266.75
Co-op Work Term Challenge				
	Domestic	344.60	351.50	358.54
	All International	585.60	609.02	633.38
Law Tuition				
Full time, per term -	Domestic	4,790.65	4,886.46	4,984.19
	International	12,990.18	15,588.22	17,926.45
	Grandparented International	12,990.18	13,509.79	14,050.18
Part-time per unit -	Domestic	638.76	651.54	664.58
	International	1,732.04	2,078.45	2,390.22
	Grandparented International	1,732.04	1,801.32	1,873.37

Schedule of Proposed Tuition Fees to be Effective May 1, 2019

Page 2 of 6		Effective May 1, 2017	Effective May 1, 2018	Effective May 1, 2019
Graduate Tuition* (per term)				
Full fee installment -	Domestic	1,895.44	1,933.34	1,972.00
	All International	2,299.60	2,391.58	2,487.24
Half fee installment -	Domestic	947.72	966.67	986.00
	All International	1,149.80	1,195.79	1,243.62
Non-degree -	Domestic	752.80	767.86	783.22
	All International	915.64	952.26	990.34
Graduate Re-registration Fees, per term until maximum completion limits				
	Domestic	752.80	767.86	783.22
	All International	915.64	952.26	990.34
Thereafter -	Domestic	1,895.44	1,933.34	1,972.00
	All International	2,299.60	2,391.58	2,487.24
MBA Tuition * per term Daytime and Weekend Program				
Full fee installment -	Domestic	4,081.04	4,162.66	4,245.91
	International	4,528.08	5,162.02	6,194.42
	Grandparented International	4,528.08	4,709.20	4,897.56
Non-degree -	Domestic	1,346.76	1,373.70	1,401.18
	International	1,494.28	1,703.48	2,044.18
	Grandparented International	1,494.28	1,554.06	1,616.23
MBA Re-registration Fees, per term until maximum completion limits				
	Domestic	1,346.74	1,373.68	1,401.16
	International	1,494.28	1,703.48	2,044.18
	Grandparented International	1,494.28	1,554.06	1,616.23
Thereafter -	Domestic	4,081.04	4,162.66	4,245.91
	International	4,528.08	5,162.02	6,194.42
	Grandparented International	4,528.08	4,709.20	4,897.56
MBA/JD *per term MBA fees until maximum completion limits				
	Domestic	2,720.70	2,775.12	2,830.63
	International	3,018.70	3,441.32	4,129.58
	Grandparented International	3,018.70	3,139.45	3,265.03
Thereafter -	Domestic	1,346.76	1,373.68	1,401.14
	International	1,494.28	1,703.48	2,044.18
	Grandparented International	1,494.28	1,554.06	1,616.23
Master of Global Business (MGB) fees per term				
Full fee installment -	Domestic	6,892.12	7,029.96	7,170.56
	International	8,979.30	10,775.16	11,852.68
	Grandparented International	8,979.30	9,338.48	9,712.03
MGB Re-registration Fees, per term until maximum completion limits				
	Domestic	2,297.38	2,343.32	2,390.18
	International	2,993.08	3,591.70	3,950.87
	Grandparented International	2,993.08	3,112.80	3,237.31

Schedule of Proposed Tuition Fees to be Effective May 1, 2019

Page 3 of 6		Effective May 1, 2017	Effective May 1, 2018	Effective May 1, 2019
Master of Management	Domestic			8,333.33
	All International			10,833.33
MA in Community Development (MACD-D) fees per term	Domestic	2,699.40	2,753.40	2,808.48
	All International	3,220.84	3,349.68	3,483.67
MACD-D Re-registration Fees, per term until maximum completion limits	Domestic	899.82	917.82	936.18
	All International	1,073.60	1,116.54	1,161.20
Graduate Co-op Work Term -	Domestic	689.20	703.00	717.08
	All International	833.90	867.26	901.95
Health Informatics fee, per term -	Domestic	4,636.54	4,729.26	4,823.83
	All International	5,094.44	5,298.22	5,510.15
Health Informatics re-registration fee until maximum completion limits	Domestic	1,662.38	1,695.62	1,729.52
	All International	1,816.10	1,888.74	1,964.29
Master of Public Health (MPH) fees per term	Domestic	2,297.38	2,343.32	2,390.18
	All International	2,787.50	2,899.00	3,014.96
Master of Public Health (MPH) Re-reg fees, per term	Domestic	765.80	781.12	796.75
	All International	929.16	966.32	1,004.97
Double Degree in Nursing & Health Informatics fees per term	Domestic	3,828.96	3,905.54	3,983.65
	All International	4,645.80	4,831.62	5,024.87
Double Degree in Nursing & Health Informatics Re-registration fee, per term	Domestic	1,276.32	1,301.86	1,327.91
	All International	1,548.60	1,610.54	1,674.96
Double Degree in MEng/MBA and MSC (CompSci)/MBA	Domestic	4,343.78	4,430.66	4,519.28
	International	4,827.56	5,276.52	5,935.03
	Grandparented International	4,827.56	5,020.66	5,221.48
Double Degree in MEng/MBA and MSC (CompSci)/MBA Re-registration fee, per term	Domestic	1,447.92	1,476.88	1,506.42
	International	1,609.20	1,758.86	1,978.37
	Grandparented International	1,609.20	1,673.56	1,740.49

Schedule of Proposed Tuition Fees to be Effective May 1, 2019

Page 4 of 6		Effective May 1, 2017	Effective May 1, 2018	Effective May 1, 2019
MEng Telecommunications & Information Security - fees per term				
	Domestic	7,074.72	7,216.22	7,360.55
	All International	9,016.80	9,377.48	9,752.59
Master of Engineering in Applied Data Science				
	Domestic			9,333.33
	All International			12,333.33
Co-op work term				
	Domestic			703.00
	International			867.00
Audit Fees per fee unit				
Under age 65				
Undergraduate -				
	Domestic	182.50	186.15	189.88
	International	602.08	722.49	830.87
	Grandparented International	602.08	626.16	651.21
Graduate -				
	Domestic	316.82	323.16	329.63
	All International	407.98	424.30	441.27
Age 65 or over				
Undergraduate -				
		61.82	63.06	64.32
Graduate -				
		104.12	106.20	108.32
Graduate Certificate in Entrepreneurship fees per unit				
	Domestic	861.50	878.74	896.33
	All International	1,171.20	1,218.06	1,266.79
Graduate Diploma in Entrepreneurship fees per unit				
	Domestic	861.50	878.74	896.33
	All International	1,171.20	1,218.06	1,266.79
Graduate Certificate in Medical Physics fees per unit				
	Domestic	1,326.50	1,353.04	1,380.11
	All International	1,609.50	1,673.88	1,740.84
Master's Certificate in Digital Humanities fees per unit				
	Domestic	1,061.20	1,082.44	1,104.11
	All International	1,298.42	1,350.36	1,404.38
PhD in Health Informatics (HINF)				
	Domestic	5,412.16	2,805.00	2,861.10
	All International	6,566.78	6,829.46	7,102.65
PhD HINF re-reg fees, per term until maximum completion limits -				
	Domestic	1,786.00	1,402.50	1,430.55
	All International	2,167.02	2,253.70	2,343.85
Thereafter -				
	Domestic	5,412.16	2,805.00	2,861.10
	All International	6,566.78	6,829.46	7,102.65
Grad Certificate Health Terminology Standards per unit -				
	Domestic	1,416.68	1,445.02	1,473.93
	All International	1,556.28	1,618.54	1,683.29

Page 5 of 6	Effective May 1, 2017	Effective May 1, 2018	Effective May 1, 2019
Program Fees, per term:			
Academic Program Fee (BCom)			
International	400.00	424.00	449.44
Grandparented International	400.00	416.00	432.64
Master of Business Administration (MBA)			
Daytime and Weekend Program			
Domestic	530.60	541.22	552.05
International		604.88	725.86
Grandparented International		551.82	573.89
Master of Business Administration (MBA)			
JD/MBA Double Degree			
Domestic	353.76	360.84	368.06
International		403.28	483.94
Grandparented International		367.91	382.63
Master of Global Business (MGB)			
Domestic	990.46	1,010.26	1,030.46
International		1,188.56	1,307.42
Grandparented International		1,030.08	1,071.28
Master of Management			
Domestic			1,166.67
All International			1,666.67
Grad Certificate - Entrepreneurship			
Domestic	1,591.80	1,623.64	1,656.12
All International		1,655.48	1,721.71
Grad Diploma - Entrepreneurship			
Domestic	1,193.86	1,217.74	1,242.10
All International		1,241.62	1,291.29
PhD in International Management & Organization			
Domestic	500.00	500.00	500.00
All International		520.00	540.80
Professional Specialization Certificate in Special Education			
Domestic	371.42	378.86	386.45
All International		445.70	512.56
MEd/MA EPLS Counselling			
Domestic	371.42	378.84	386.41
All International		386.28	401.73
Double Degrees in MEng/MBA and MSC(CompSci)/MBA			
Domestic	454.80	463.90	473.18
International		518.48	622.18
Grandparented International		473.00	491.93
Indigenous Ed grad prog in Indigenous Revitalization			
Domestic	371.42	378.85	386.43
All International		386.28	401.73

Schedule of Proposed Tuition Fees to be Effective May 1, 2019

Page 6 of 6		Effective May 1, 2017	Effective May 1, 2018	Effective May 1, 2019
LATHE (Learning/Teaching in Higher Ed Certificate) Degree Students	Domestic	752.80	767.86	783.22
	All International	915.64	952.26	990.34
Indigenous Nationhood Certificate Program Degree Students	Domestic	752.80	767.86	783.22
	All International	915.64	952.26	990.34
Child and Youth Care MA	Domestic	364.14	371.42	378.85
	All International		378.70	393.84
Health Terminology Standards Degree Students	Domestic	2,125.00	2,167.50	2,210.85
	All International	2,334.40	2,427.78	2,524.90

Appendix 2: Housing Fee Table

Housing Fee Table

Student Housing			
	2018-19 Current Per Term	2019-20 Proposed per Term	Percentage Increase
Single Room	\$2,773	\$2,884	4.0%
Twin Room	\$2,122	\$2,206	4.0%
Standard Meal Plan	\$2,531	\$2,632	4.0%
Cluster Housing			
Single Cluster Room	\$3,215	\$3,343	4.0%
<i>For the academic year (September to April) these rates yield:</i>			
	2018-19 Current	2019-20 Proposed	Percentage Increase
Single room + Standard Meal Plan	\$10,608	\$11,033	4.0%
Twin room + Standard Meal Plan	\$9,305	\$9,678	4.0%
Cluster Room (no meal plan)	\$6,429	\$6,686	4.0%
Family Housing (monthly)			
	2018-19 Current	2019-20 Proposed	Percentage Increase
One bedroom apartment	\$899	\$944	5.0%
Two bedroom apartment	\$1,070	\$1,134	6.0%
Two bedroom townhouse	\$1,179	\$1,226	4.0%
Three bedroom townhouse	\$1,334	\$1,414	6.0%

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 a parking pass, expiring in August of each year, in the time-frame shown.

2019-2020 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	\$946	\$634	\$312	\$189
General Parking	\$541	\$362	\$178	\$108
Ian Stewart Complex/Velox Parking	\$351	\$235	\$116	N/A
General Student Parking	\$541	\$362	\$178	\$108
Motorcycle and Scooter	\$205	\$138	\$68	\$46
Flexible Reserved	\$662	N/A	N/A	N/A
Flexible General	\$379	N/A	N/A	N/A
Carpool	Annual Rate			
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			

Appendix 4: Schedule of Child Care Fees

	Current Rates 2018-19	Proposed Rates 2019-20 effective May 1, 2019
	(\$ per month)	(\$ per month)
INFANT CARE – CHILDREN AGED 6 TO 18 MONTHS		
Level A: Faculty/Staff	\$1,410	\$1,438
Level B: Students	\$1,300	\$1,326
CHILDREN AGED 18 TO 36 MONTHS		
Level A: Faculty/Staff	\$1,234	\$1,259
Level A (1): Faculty/Staff 3 day/week	\$825	\$842
Level A (2): Faculty/Staff 2 day/week	\$561	\$572
Level B: Students	\$1,112	\$1,134
Level B (1): Students 3 day /week	\$765	\$780
Level B (2): Students 2 day/week	\$520	\$530
CHILDREN AGED 37 MONTHS TO 5 YEARS		
Level A: Faculty/Staff	\$947	\$966
Level A (1): Faculty/Staff 3 day/week	\$668	\$681
Level A (2): Faculty/Staff 2 day/week	\$456	\$465
Level B: Students	\$792	\$808
Level B (1): Students 3 day/week	\$576	\$588
Level B (2) 2 day/week	\$402	\$410