



Planning and Budget Framework

2021–2023



University
of Victoria

Part I: Integrated Planning Framework
Part II: Budget Framework and Three Year Plan



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Part I: Integrated Planning and Budget Framework

Planning process

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

In September 2019, the university published its first [report](#) on the implementation of the Strategic Framework. The Strategic Framework Implementation Report demonstrates the progress we have made in the past year towards achieving our mission and goals, guided by our six strategic priorities:

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

The Planning and Budget Framework is informed by these six priorities and reflects the objectives and commitments articulated in the Strategic Framework and other institutional plans, such as the International Plan, Indigenous Plan, Strategic Research Plan, Strategic Enrolment Management Plan, Campus Plan, Communications and Marketing Plan, and Employment Equity Plan. Proposed investments are closely aligned with these plans and the Strategic Framework.

Some priorities in the Planning and Budget Framework are new this year while others are continuations of previous investments and others still are reviewed and revised based on experiences and lessons learned. The Integrated Planning Committee, led by the Vice-President Academic and Provost, identifies the areas of focus and opportunities for improvement in quality for the coming three years. Rather than being a comprehensive document covering all university activities, this document focuses on priority areas and investments between 2020-21 and 2022-23, building on the range of multi-year commitments initiated in previous years' Planning and Budget Frameworks. The Integrated Planning process involves the careful evaluation and examination of a wide range of requests to establish priorities and balance needs. This document reflects the outcome of those deliberations.

Proposed Investment highlights

Supporting our faculties and divisions is the central theme of this Planning and Budget Framework. Investment priorities include the recently launched Health Sciences Initiative, improving our international reputation, increasing and supporting the faculty complement, and investing directly in the faculties, library and support units. The new Strategic Framework Chair positions are being implemented to recruit and retain exceptional faculty who will further the six Strategic Framework priorities. In addition to the new chairs, new faculty, librarians, sessional instructors, teaching assistants and staff are being hired to support the continuing expansions of engineering and computer science, the JD/JID and the Nurse Practitioner programs, as well as to support other programs and areas.

Significant investments are being made to support students, which further the goals of the Strategic Framework and our newly launched Strategic Enrolment Management (SEM) Plan.

Within the context of remaining about the same size, our SEM commitments include recruiting the very best undergraduate students, improving undergraduate retention rates, increasing the enrolment of Indigenous students, creating more experiential learning opportunities, and increasing the proportion of graduate students in research programs. Enhanced student scholarships and graduate fellowships, an expanded student orientation program, additional student-athlete supports, and new mental health and wellness initiatives will help UVic achieve our student recruitment and retention goals. Investments in field schools, research-enriched undergraduate education, and supports for co-op and student mobility initiatives will guarantee more opportunities for experiential learning for our undergraduate students.

Investments will be made to support core services that our campus community relies on, such as enhancing cyber-security and rebuilding our web presence.

UVic's 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 academic and student support priorities, including the highly successful LE,NONET program and Indigenous Elders programming—both of which will be supported in this framework.

UVic's Strategic Research Plan identifies eight areas of research strength and five priorities for action. This year, funding will be provided to help implement the Health Sciences Initiative, strengthening both academic and research supports in this area of growth and promoting UVic as a leader in health sciences. Additional investments, including the Building Connections Fund, will also enhance UVic's international reputation and create more opportunities for research partnerships with top universities.

Our Campus Plan, five-year fund development plan, communications and marketing plan, Employment Equity Plan, and interim Sustainability Action Plan each continue to provide important direction throughout all areas of the university.

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 continuing commitments from the province for incremental ongoing funding in support of the 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, and graduate nursing education. Future investments from the province are expected to continue being highly targeted.

Domestic tuition fee increases are restricted to two percent, limiting UVic's ability to increase revenues for investments in priority areas. International tuition fees for undergraduate students and in select graduate programs at UVic continue to be at or below those of peer universities, both in Canada and around the world. UVic provides international students with a wide range of financial supports to ensure access and success that include scholarships, bursaries, emergency loans and work study opportunities. A two-year plan, now complete, 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. No further increases, beyond UVic's actual inflation rate, are contemplated for international undergraduate students at this time.

Contractual obligations related to salaries and rising costs associated with library acquisitions, software licenses, and the impact of the lower value of the Canadian dollar 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 University Libraries' collections and acquisitions budget. Rising costs of serial subscriptions has further eroded the ability to maintain the comprehensiveness and competitiveness of our holdings.

Within BC, a recent (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 our students' experience. Retention, engagement and success of existing students are also key focus areas of the SEM Plan. Our UVic Edge branding 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 BC and beyond. Graduate enrolment in research programs remains robust and will evolve incrementally—in alignment with research strengths across academic areas, including health and other thematic areas articulated in the Strategic Research Plan—as articulated in the SEM 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 will continue to receive significant attention as well as additional funding this year. Recruiting and supporting success for Indigenous students, both undergraduate and graduate, is a distinguishing component of our SEM Plan and a priority for the coming year.

International student demand has been very strong and while it would not be prudent to expect that such growth continues, as the competitive landscape for the best students has increased and key countries work hard to retain their own students, it is expected that current enrolment levels of international students will continue. This enrolment is from a limited range of countries and is not distributed uniformly across the university. Our ongoing international recruitment tiering strategy, which aligns with SEM and our International Plan, has been successful in diversifying the range of students' countries of origin.

The 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 new Student Housing and Dining, the Campus Greenway, additions to Engineering and the Fraser Buildings, as well as laboratory renewal and seismic remediation—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, scheduled to open this year, will provide an integrated facility to further ensure student success.

UVic, like other post-secondary institutions, is facing growing cybersecurity threats, both in frequency and impact. As attackers become more sophisticated, it is critical that UVic make investments in people and technology to enhance our protection, detection and response capabilities for cybersecurity as part of our responsibility to protect our systems and data.

Strategic priorities

The following priorities have emerged from the 2018 Strategic Framework consultation process:

(a) Cultivate an extraordinary academic environment

Goal: 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, are key to meeting our Strategic Framework and Strategic Enrolment Management 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, by the university and with the support of our donors as we know that competitive multi-year entrance scholarship packages are key to meeting this objective. Robust graduate enrolments in research programs, a further SEM goal, contribute to the academic and strategic objectives of our 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. Building on Strategic Framework investments, President's Scholarships and Indigenous Fellowships will be expanded allowing us to attract and retain more talented graduate students in a highly competitive market. These programs will complement the second year of provincial investments in the BC Graduate Scholarship program at UVic which will see 150 awards of \$15,000 per graduate student across all faculties.

As UVic continues to be a destination university with over 75% of students coming from outside the Victoria region, work is underway to expand Student Housing with 620 new beds, a dining facility and dedicated 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 Victoria 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 much needed space in the community.

A new Student Health and Wellness Centre will provide an integrated facility with clinical, counselling, education, collaborative and shared support spaces that will advance UVic's holistic model of student health and wellness.

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 on campus. Priorities for the coming years include progress on implementing our campus cycling plan, including pathway enhancements, development of the Campus Greenway, public realm improvements, and a natural areas and grounds management plan. These priorities continue 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 missions would not be possible without our excellent and dedicated faculty and staff. Recruitment, retention and engagement of high quality faculty and staff remain a priority. The recently negotiated collective agreement for faculty and librarians reflects the university's commitment to improving the work environment and the relative position of faculty and librarian salaries within the constraints of the government mandate. A revised salary structure will better reward early-career faculty and librarians.

While faculty, sessional lecturers, teaching assistants and other academic staff are responsible for teaching on our campus, our administrative and support staff are responsible for providing services to support student engagement and success as well as faculty teaching and research success. Staff contributions are a vital element of the extraordinary academic environment we have promised to our community. Supporting teams with organizational design and development strategies including 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, recently underwent a complete refresh.

Critical to the well-being of its relationships with faculty, staff and librarians, the university is fostering ongoing positive relationships with union representatives, a priority that remains strong for the university.

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 sees UVic continuing to promote and sustain an inclusive and positive working environment through ongoing and expanded professional development opportunities that focus on equity, diversity, inclusion and human rights as fundamental values underpinning the work we do.

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 and people to improve our cybersecurity program. We will also be completing a comprehensive review of UVic’s Information Security policy in light of the increasing threat and growing complexity of cybersecurity. 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 including online resources such as our learning management system.

(b) Advance research excellence and impact

Goal: 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.

Just over a year ago, the Health Sciences Initiative (HSI) was launched to enhance the quality and raise the profile of health research, programs, and related activities at UVic. The concept paper, released in November 2019, provides a set of recommendations for uniting our health community under a common banner titled “Advancing lifelong health for all.” The expected outcomes from this initiative include new opportunities and support for researchers and students and more collaborative partnerships and interdisciplinary approaches to both research and academic programs, working on campus and with our external colleagues and partners. Success in these outcomes will also contribute to improving our external rankings and reputation, which will better position us to recruit and support a diverse and talented community of health researchers, post-doctoral fellows and students. A range of investments will flow to support the HSI launch.

The development of the Strategic Research Plan (SRP) 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’, enables UVic to build further strengths in priority areas with goals of achieving global prominence and achieving maximum impact. In the coming year, the SRP will be refreshed.

With the launch of the Strategic Framework, a new program of Research Chairs was introduced with 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. These Chairs will complement the Canada Research Chair program which will receive funding to ensure research activities of chair-holders is supported. Also flowing from the Strategic Framework is an investment to support research-enriched teaching by providing financial support and professional training for graduate students and Post-Doctoral Fellows to integrate research and teaching. The Strategic Framework 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 research clusters, enhancing support to specific research platforms, and building connections and partnerships with other institutions and organizations.

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 and supported, including progress on 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 reflect our high tolerance for risk in our research endeavors through the development and communication of risk appetite statements, and will consider the associated investments necessary to pursue and support more opportunities for external strategic 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. 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 Strategy in response to the new Tri-Agency data management requirements for Canadian institutions.

(c) Intensify dynamic learning

Goal: 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 Division of Learning and Teaching Support and Innovation will continue to focus on improving supports to course delivery, ongoing curricular redesign and the development of program-level learning outcomes. Continued investments in educational technology, learning and teaching support, such as the learning management system, as well as enhancements to classrooms and laboratories in need of renewal were initiated in previous years and will continue in the coming years. Classroom and lab enhancements will include the implementation of a long-term plan to renew classroom technology and infrastructure based on updated classroom standards and pedagogies, upgrading teaching laboratories, and updating and supporting the campus wireless infrastructure.

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Congruent with both our Strategic Framework and our SEM plan, we will build further on UVic’s leadership in 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, co-op placements, field schools, internships and practica here and abroad for both domestic and international students. In addition, a signature Strategic Framework initiative was launched last year 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 to increase the diversity of employment opportunities for our students as part of their academic program.

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.

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 SEM 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 continue in order 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.

Supporting research-enriched undergraduate education will be a priority this year including investments to expand the highly successful Jamie Cassels Undergraduate Research Awards (JCURA) program. That expansion includes investments in early experiential learning opportunities to ensure first- and second-year students can benefit from this program.

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 Faculty of Social Sciences continue to be strong. We enter the third year of our unique joint program in Common Law and Indigenous Legal Orders and the program continues to attract interest from students, Indigenous communities, and governments.

Consultations have informed an assessment of the range of supports and services needed to ensure access and success of our international students. A recently completed two-year plan has reset international fees and

provided funds for supports and programs to enhance international student success. Some of the key areas funded that international students identified for expansion or improvement include academic advising, counselling, language skills and work-study opportunities. We are committed to our ongoing work with students to identify priority areas for investment.

(d) Foster respect and reconciliation

Goal: 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 hosted 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. In November of 2019, a UVic delegation travelled to Algoma University in Sault Ste. Marie, Ontario to attend the 5th annual forum whose theme was “Working Together to Advance Healing & Reconciliation.” UVic presented the host university with both the ceremonial Walking Stick (provided by the previous host, the University of Manitoba) and three paddles, commissioned by UVic to represent Coast Salish canoe teachings of everyone paddling together and to encourage post-secondary institutions to work together to honour truth and reconciliation.

UVic’s first Indigenous Plan articulates our commitment to enhance educational opportunities for Indigenous students and to further develop and strengthen 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 and a range of SEM priorities focus on the recruitment, retention and success of Indigenous students, both undergraduate and graduate, including the ambitious goal of doubling our enrolment of Indigenous students in the coming decade. Supports are also being enhanced in the office of Co-operative Education and Career Services to ensure Indigenous students fully benefit from these programs. Recently launched 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 and growing.

(e) Promote sustainable futures

Goal: 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.

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The university will work collaboratively to develop a Climate and Sustainability Action Plan by 2021 that responds to the Strategic Framework, moving towards a comprehensive and integrated approach to sustainability. It is anticipated that this will require some resources in the coming years. During this period of transition and renewal, an interim Sustainability Action Plan: Campus Operations 2020-2021 has been developed to ensure that momentum is not lost on activities underway within Campus Operations. Two Strategic Framework Impact Chairs that are aligned to sustainability as well as academic initiatives funded through the Strategic Framework Impact Fund will further knit together our commitment to the promotion of sustainable futures.

We will continue to carry out campus development and operations according to the highest standards of sustainability. We will start to implement a new responsible investment policy for short term investments as another way of expanding the impact and commitment that UVic has on reducing the effects of climate change caused by the emissions of greenhouse gases. On campus, we will focus on developing a climate resiliency and adaption plan for the university and further enhancing our support for more sustainable transportation options.

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 2020-21 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. Last year's Quality Assurance Process Audit conducted by the Ministry of Advanced Education strongly endorsed UVic's integration of continuing quality assurance via academic program reviews with EPT and its connections to academic planning and resource allocations. EPT revisions proposed in the coming two years will further re-inforce the connections to both quality assurance and resourcing.

In conjunction with EPT, we are implementing a revised budget process to improve transparency, advance data-informed decision-making, and provide for appropriate incentives. Changes to position management provides units with increased flexibility to better manage their staffing and budgets and changes to carry forward policy provide funding for strategic purposes. A new approach to resource alignment, appropriate incentives, and the linkage of academic budgeting to revenue drivers is now being implemented.

Philanthropy plays an increasingly important role in ensuring that the university will enhance access and provide a quality educational experience to students while also building support for our research strengths. 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 reviewers' recommendations. This plan will strengthen relationships with potential donors and increase philanthropic support for areas of priority at the university over the coming years. A number of operational improvements have been implemented by redefining roles, re-allocating resources, making further investments and enhancing planning to ensure that potential donor interests are linked with university priorities. Results from the third year of implementation have shown positive results;

additional investments will be provided 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 our campus and wider community to identify and cultivate prospective donors and fund-raising volunteers.

(f) Engage locally and globally

Goal: 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. Global engagement is a key aspect of our International Plan.

Our university is a cornerstone of the community and continues to actively engage locally and globally while supporting and building on the wide range of outstanding work already underway. In response to a key priority of the Strategic Framework, we are developing a three-year Community-University Engagement Plan to animate our campus and broader community to reach shared goals such as sustainable social, cultural and economic development of our region and our nation. There is strong support for a broad institutional approach that will bring resources to bear on promoting increased community access to university knowledge, research and teaching activities, as well as, joining the community in collective efforts to address their most pressing and complex issues. In the coming year, we will continue to actively engage our university community and external partners to develop and nurture mutually beneficial, inclusive and strategic partnerships that positively impact people and the planet.

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 international reputation as a university of quality and excellence.

The UVic Edge branding provides a compelling narrative to how we communicate our university's distinctive strengths and unique features. It answers the fundamental "Why UVic?" question for our key audiences, whether prospective students, faculty and staff or donors, funders, partners or policy-makers. Sharpening our Edge, the 2018-21 communications and marketing plan, will see the completion of a refresh of our most important digital communications tool, the main uvic.ca site, as well as supports to assist departments and units across campus update their sites and digital materials. Investments will also support an ongoing focus on enhancing our social media presence.

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.

Conclusion

With enhancing quality as an overall foundation, this Planning and Budget Framework 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 as elaborated in our supporting institutional plans.

An exciting range of signature investments has accelerated the implementation of the university's Strategic Framework and drives UVic forward in line with the priorities the university community identified during the Framework's development including:

- Strategic Framework Chairs
- Strategic Framework Impact fund
- Experiential learning fund
- Research impact seed funding
- Graduate student support

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

- Directly investing in the Faculties
- Strengthening our international reputation
- Advancing the Health Sciences Initiative
- Investing in areas of student program demand and growth
- Augmenting academic resources and student services
- Enhancing the undergraduate and graduate student experience by improving student awards, financial aid and health services; and,
- Making investments in core support areas across campus.

The Strategic Framework continues to serve 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 II: 2020–21 Budget Framework and Three Year Plan

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

With advice from the Senate Committee on the University Budget (SCUB), this Framework is developed by the Integrated Planning Committee, chaired by the Vice-President Academic and Provost, 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 these data have been used for decision making. Future consultation and feedback on its use will help inform how EPT 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 (the Budget Expenditure Allocation Report) is provided to the Board of Governors for information in September of each year.

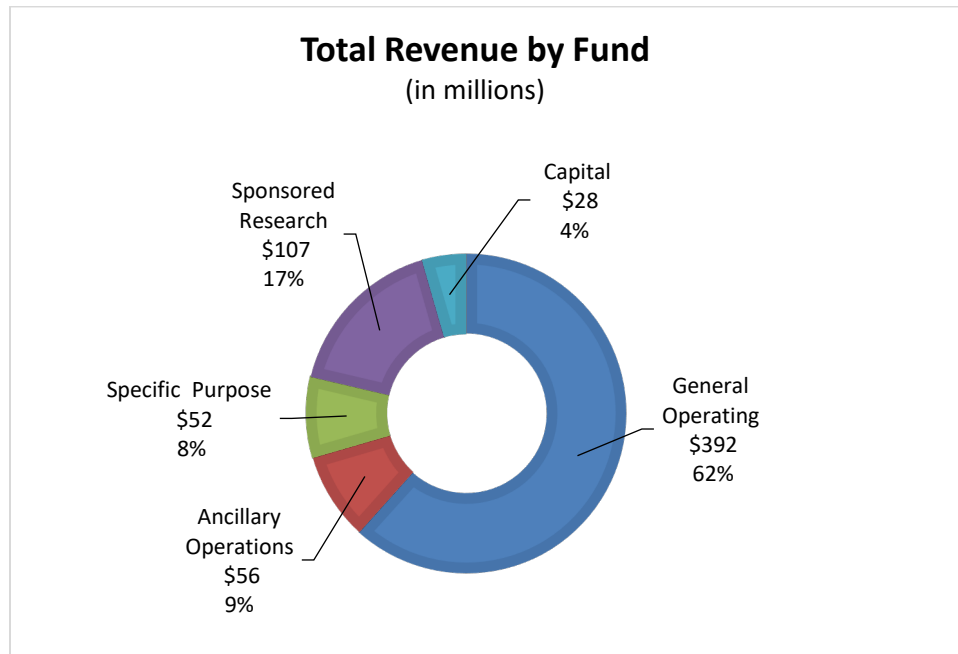
The university develops its annual budget framework, financial models and plans within the context of a three-year planning horizon to provide a realistic time-frame for the development of university initiatives and to provide greater flexibility than permitted with an annual process.

A. Financial Overview

UVic is responsible for the financial stewardship of over \$625 million in total annual revenue. To enhance accountability, budgetary control, and oversight of resources, UVic maintains separate funds for its diverse activities, which for reporting purposes are grouped as follows:

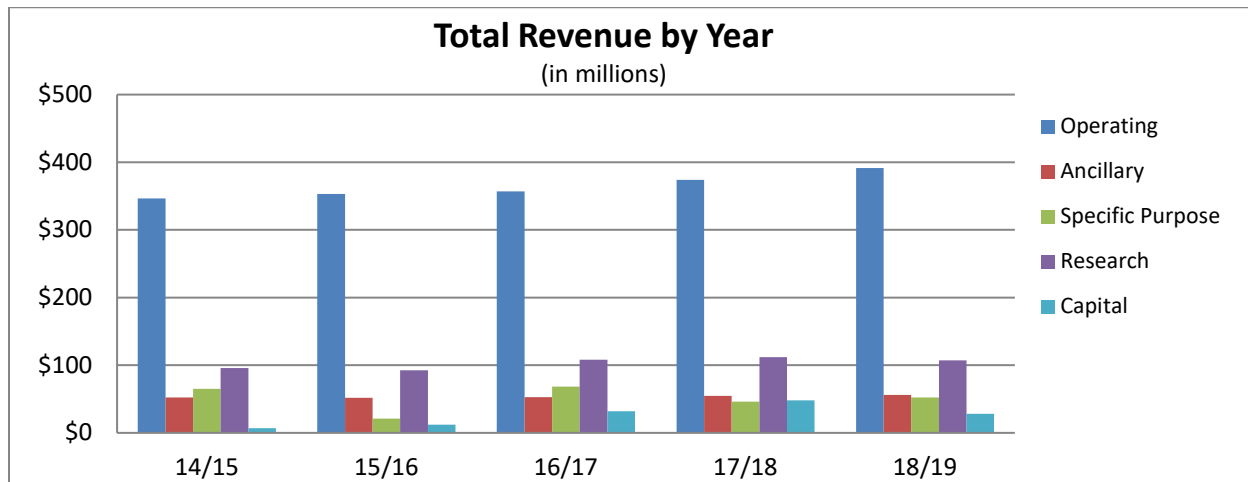
- general operating fund – includes the general operations of the university;
 - ancillary enterprises fund – includes the operation of service areas that are considered self-funding such as the bookstore, parking, student housing, child care, etc.;
 - specific purpose fund – includes contract services, 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, 2018-19, total actual revenue for UVic was \$635M and was distributed across the five funds as follows:



Compared to the prior year, general operating revenue increased by \$17.6M with the majority of this increase attributable to the provincial operating grant reflecting additional government funding for negotiated salary and benefit increases. The increase also includes funding for year one of the engineering and computer science expansion. Revenue increased for ancillary operations due to rate increases required to cover rising costs. In 2018-19, ancillary operations revenue grew by \$1.2M due to rate increases for housing (4%-6%), parking (5%) and daycare (1%-4%). Specific purpose revenue increased by \$6.3M over the prior year mainly due to an increase in investment income from endowments. Those increases, offset by decreases in sponsored research (\$4.7M) and capital (\$20M) result in an overall net revenue increase of \$0.6M or 0.1% from the prior year. The decrease in sponsored research revenue is mainly attributed to less federal grant funding (tri-council and CFI), while the decrease in capital is mainly due to one-time events in the prior year including the proceeds from the sale of Dunsmuir lodge, a \$2.7M recovery of GST on historical capital expenditures, and a renewal of the loan for the Technology Enterprise Facility.

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. Although the university's goal is to maintain overall student enrolment at about the current level, the enrolment profile will evolve to align with the recruitment, retention and success initiatives as outlined in our [Strategic Enrolment Management \(SEM\) plan](#). Revenue is expected to grow modestly over the next three years, reflecting increased domestic and international tuition revenue and funding from the provincial government for collectively bargained salary and benefits increases, and to support growth in specific academic programs (engineering and computer science, law JD/JID, nursing practitioner). Capital funding is expected 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 funded program growth in engineering and computer science, law, as well as new student housing.

B. Resource Allocation Recommendations and Fund Information

While financial plans have been developed for the three-year planning cycle to 2022-23, this document focuses on resource allocations for the coming 2020-21 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 solely to provide a more complete financial picture of the university. Major capital projects and research projects (i.e., those greater than \$5.0M) are individually approved by the Board of Governors.

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 assumptions about the planning environment in which it operates. The 2020-21 operating budget has been developed with the following key assumptions:

- UVic will develop a balanced budget that provides for financial flexibility 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 as articulated in the Strategic Framework and through the Integrated Planning process;
- Provincial government funding will continue to be provided for the engineering and computer science expansion, to support the JD/JID program, and for expansion of the nurse practitioner program;
- Domestic undergraduate and graduate tuition will increase by 2% consistent with government policy;
- International undergraduate tuition will increase by 3.75%;
- International graduate tuition will increase by 2%;
- We will achieve our budgeted student enrolment levels;
- Research Support Fund (federal funding to support indirect costs of research) projected revenue will remain the same and recovery of indirect research costs from other sources will be consistent with previous years;
- The Provincial government will continue to fund the 3-year PSEC mandate for employees that are covered by collectively bargained agreements as well as exempt support staff;
- Total compensation includes:
 - Salary and associated benefit increases as per bargained collective agreements with the PEA, Faculty, Teaching Assistants and Sessional Instructors;
 - Salary and associated benefit increases as per PSEC mandate for agreements not yet settled and for the period beyond the current terms; and
 - Progression through the ranks or ranges as per collective agreements.
- The second 50% reduction in Medical Services Plan premia will occur January 1, 2020 and Canada Pension Plan (CPP) increases will occur as per the current federal government stated rate schedule;
- The change in contributions rates for the Combination Pension Plan approved by the Pension Board of Trustees and implemented effective January 1, 2020 will continue until at least the next valuation as at December 31, 2021. The approved contribution rate is a decrease from 5.05% to 4.00% for the defined benefit portion of the combination pension plan. The trust agreement outlines that changes in the contribution rates are shared between the university and plan members 2/3 and 1/3 respectively,

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translating to a 0.7% decrease in the university's rate or ~\$1M annually.

- The current benefits budget can absorb unanticipated benefit increases given vacant positions;
- The 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 to support expected infrastructure and maintenance costs for the proposed additions to the engineering and law buildings;
- Future costs related to the additions required for the technology expansion and the JD/JID program will be funded from incremental tuition and government funding for the programs;
- While the funding for minor routine capital has not yet been confirmed for 2020-21, it is assumed to be \$675K consistent with 2019-20; and,
- Funding to offset annual incremental inflationary costs will be allocated to those areas that experience high annual inflationary increases (e.g., University Systems, Libraries and Facilities Management).

(b) Financial Summary

The following [Table 1](#) provides a financial summary (in millions) of the projected operating revenues and expenditures for 2020-21 and the following 2 years based on the above assumptions:

TABLE 1

	2019-20 Operating Budget	Projected 2020-21 Operating Budget	Projected 2021-22 Operating Budget	Projected 2022-23 Operating Budget
Revenues				
Provincial Grants	\$ 203.4	\$ 213.2	\$ 222.9	\$ 230.6
Federal Grant	6.4	6.4	6.4	6.4
Other Grants and Contracts	6.0	6.0	6.0	6.0
Student Fees	152.4	160.2	168.1	173.1
Department Revenue	34.9	34.9	34.9	34.9
Investment and Other Revenue	3.6	3.6	3.6	3.6
Total Revenues	\$ 406.5	\$ 424.2	\$ 441.8	\$ 454.5
Expenditures				
Salaries and Benefits	320.4	328.4	344.3	357.5
Operating Expenses - Current	86.1	86.1	90.0	93.0
New Allocations	-	-	-	-
Strategic Framework Initiatives	-	0.9	-	-
New and Expanded Programs	-	2.8	2.7	1.2
Institutional Priorities	-	4.9	4.0	1.9
Infrastructure and Inflation	-	1.1	0.9	0.9
Total Expenditures	\$ 406.5	\$ 424.2	\$ 441.8	\$ 454.5

The three-year financial plan outlined in [Table 1](#) above forecasts a balanced budget for the next three years, mainly as a result of incremental government revenue to support collective bargaining increases and tuition revenue from international undergraduate student fee increases approved in prior years that apply to new students after April 2018. The annual plan provides for both base budget and term allocations in

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2020-21. The goal of this approach is to retain financial flexibility to address, if required, future enrolment declines or other unanticipated fluctuations in operating revenue.

Through its Strategic Enrolment Management Plan, UVic actively manages enrolment levels in relation to academic plans, government accountabilities and demographic trends, as well as the provincial and global competitive landscape. Launched in April 2019, the SEM Plan articulates a range of goals, strategies and tactics to ensure UVic’s enrolments are aligned with the objectives of the Strategic Framework and other institutional plans, such as the Indigenous Plan, International Plan and Strategic Research Plan, to name a few.

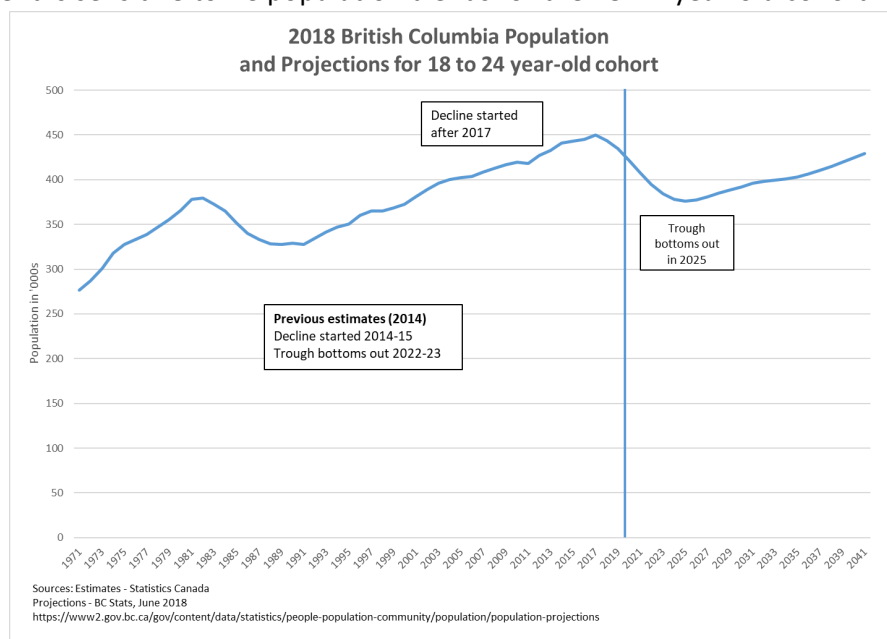
There is a strong and direct connection between enrolments and budgets as our operating grant from the provincial government is contingent upon achieving a particular enrolment level (as outlined below in [Table 2](#)), and tuition revenues are sensitive to enrolment changes.

Given a typical undergraduate program length of four or five years (with co-op), enrolments are expected to remain relatively stable over this three year planning and budget framework time horizon. Enrolment projections beyond three years, however, are more difficult to estimate.

International enrolment levels are difficult to predict given this segment of our student population is impacted by world events and post-secondary strategies in countries around the world. Our international recruitment tiering strategy, first implemented for the 2014-15 recruitment cycle and in the process of being refreshed, 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, resulting in a high retention rate once enrolled. Given these two considerations, we have confidence in our three-year enrolment levels subject to a global crises or major event.

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 current projection (2018) calls for a decline of this demographic beginning in 2017-18 and continuing to 2025-26, as shown in the chart. Given UVic’s reliance on enrolment directly from high schools, 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. That said, UVic should continue to focus on both the recruitment and retention of the highest quality students, as well as continue to provide for a budget that retains some financial flexibility so that we can respond effectively to changes while minimizing institutional impact.

As noted above, this framework encompasses the 3 year planning cycle to 2022-23 and provides for on-going (base) funds for 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 2020-21 as per [Table 1](#) is \$4.9M, 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. In order ensure that we have the same level of financial flexibility to effectively manage a potential enrolment decline as was contemplated when this budget approach was first implemented in 2016/17, the amount of base budget allocated to non-recurring has increased by \$2.7M to \$6.5M, primarily a result of the overall increase in international student tuition rates. Total allocations to non-recurring priorities exceed this amount as available funding also includes institutional carry forward, one time provincial or federal grants, and other projected non-recurring funds. Section (e) below outlines the base and non-recurring expenditure allocations in more detail.

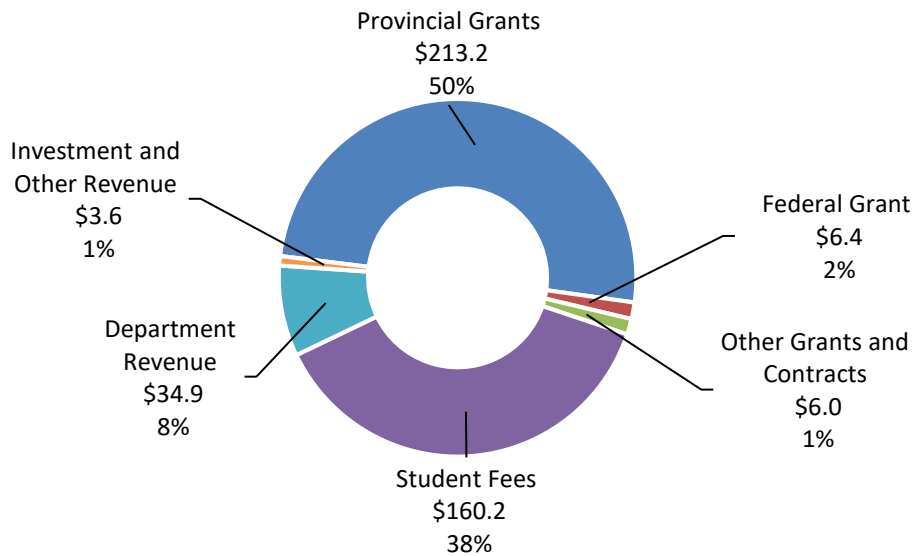
(c) 2020-21 Operating Revenue Information and Changes

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

- government grants which account for 50% of projected revenues in 2020-21; and
- student fees which account for 38% of revenues.

Total general operating revenue for 2020-21 is projected at \$424M from the following sources:

General Operating Revenue - \$424M



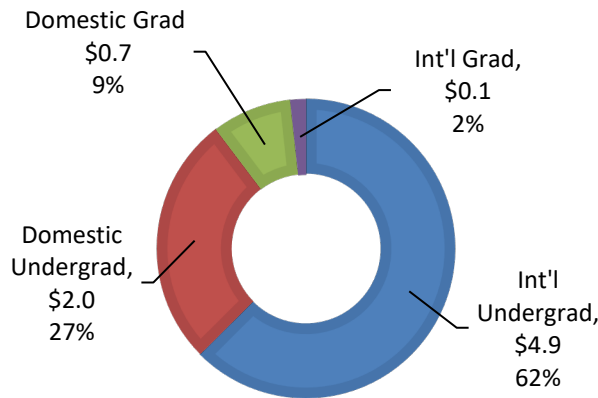
The **provincial grant** for 2020-21 is expected to increase by \$9.9M. Of that increase, \$7.2M represents funding anticipated to cover compensation increases under the Public Sector Employee Council (PSEC) mandate for bargained and future agreements. The remaining \$2.7M is funding to support expansions in engineering and computer science, the JD/JID program, and the nursing practitioner program.

For 2020-21, the province provides the operating grant to the university based on the expected enrolment levels shown in [Table 2](#), which includes the third year of planned expansions in engineering and computer science and the JD/JID Indigenous law program, as well as the second-year expansion of the nurse practitioner program. Note that international enrolments are not included in the province’s targets.

TABLE 2	FTEs
Undergraduate	13,933
Graduate	2,337
Total funded	16,270

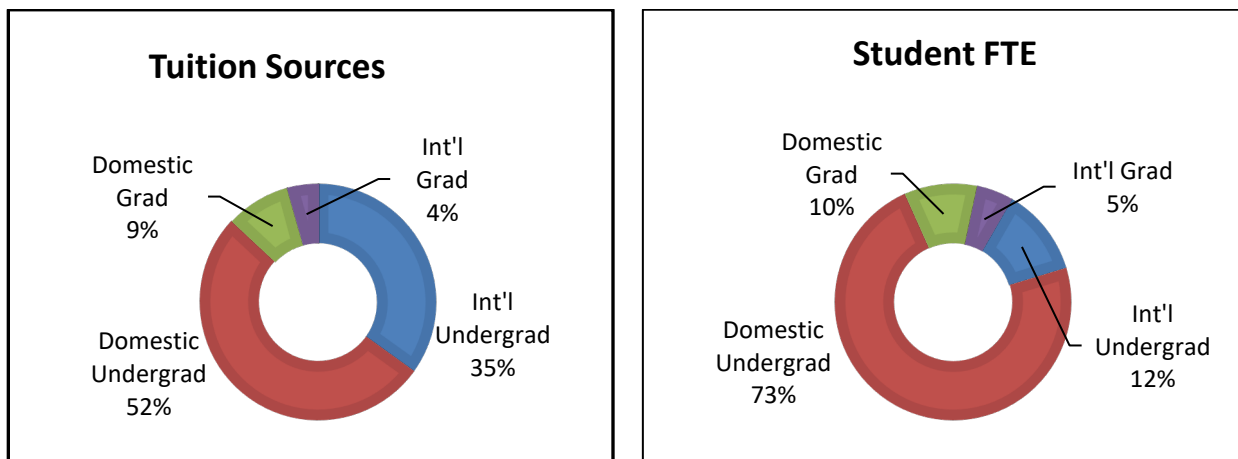
Student fees represent tuition and fees paid by all student groups and enrolment growth noted above. This framework projects total student fees to increase by \$7.7M in 2020-21:

Student Fees - \$7.7M Increase



In May 2017, the university implemented a policy to increase international fees to reflect actual costs of inflation. The university experiences 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 collections and subscriptions. For 2020-21, the inflation rate was calculated to be 3.75% and is applied only to undergraduate international fees. In prior years, international graduate fees were also increased by the higher inflation adjustment and the incremental funding was allocated to the graduate fellowship program. Based on campus feedback, the 2% rate will be applied to international graduate students starting in 2020-21.

With growth in undergraduate international students over the last three years, tuition from international sources comprises approximately 39% of total tuition revenue whereas international student enrolment comprises 21.5% of student FTE as shown in the charts below:



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 2020-21 outlines tuition fees by program and requires Board approval as part of the budget process.

Federal grant revenue is annual funding received through the federal government’s research support fund (RSF) to help defray the indirect costs attributable to the research enterprise. 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 impact 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 research grants received from the tri-council funding agencies, comprised of NSERC, SSHRC and CIHR. During 2019-20, the university was notified that the 2019-20 base RSF grant would decrease by \$0.1M from \$6.5M to \$6.4M. The base budget for 2020-21 reflects this change.

Department revenue is projected to increase by \$0.11M as a result of a 2% increase in the athletics and recreation fee, a 2% increase for domestic application fees (undergraduate and graduate), and a 3.75% increase for undergraduate international application fees. The athletic and recreation fee increase will be used to fund inflationary pressures on that 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 the 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 \$90.66.

The 2% domestic (undergraduate and graduate) and 3.75% international undergraduate increase in application fees will result in the following fee changes:

Application Type	From:	To:
domestic undergraduate	\$ 77.75	\$ 79.25
domestic graduate	\$ 126.50	\$ 129.00
domestic law	\$ 97.75	\$ 99.75
international undergraduate	\$ 132.00	\$ 137.00
international graduate	\$ 162.25	\$ 166.00

The **other grants and contracts** budget is composed 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 (UBC, UVic and UNBC) 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. Interest rates continued to decrease from already low levels over the course of 2019. The decrease in interest rates helped overall returns resulting in a projected positive budget position in 2019/20 for investment income. Lower starting yields will make it challenging to continue to achieve the investment income budget, although it has not been adjusted as the investment reserve (\$2.1M) is expected to be sufficient to cover any shortfall in the upcoming year. Rates are not expected to meaningfully increase in 2020. If interest rates do increase, while detrimental in the short term, they will improve revenue from investment income in the longer term.

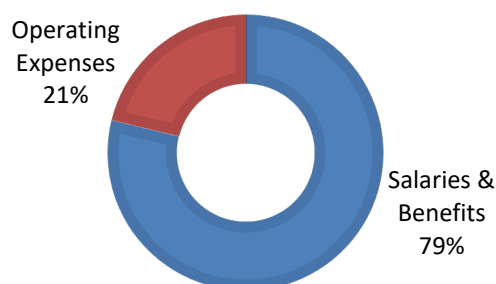
Based on the information outlined above, this budget framework projects revenues in 2020-21 to increase in total by \$17.66M over the prior budget as follows:

(In millions)	
Provincial Grant:	
Compensation	\$ 7.17
Engineering, JD/JID, Nursing Practitioner	\$ 2.68
Student Fees:	
Inflation increases 2% (domestic and graduate)	\$ 1.95
Engineering, JD/JID, Nursing Practitioner growth	\$ 0.78
International UG (rate adjustment and inflation increase 3.75%)	\$ 4.84
Differentials	\$ 0.12
Department revenue and other income	\$ 0.11
Total incremental revenue increase	\$ 17.65

(d) Operating Expenditure Information

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

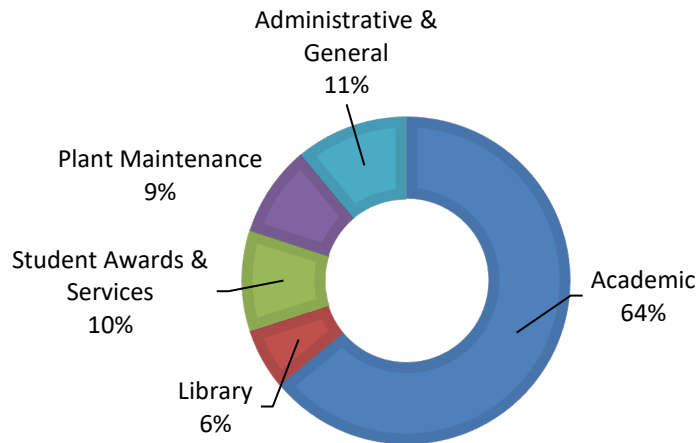
General Operating Expenditures \$424M



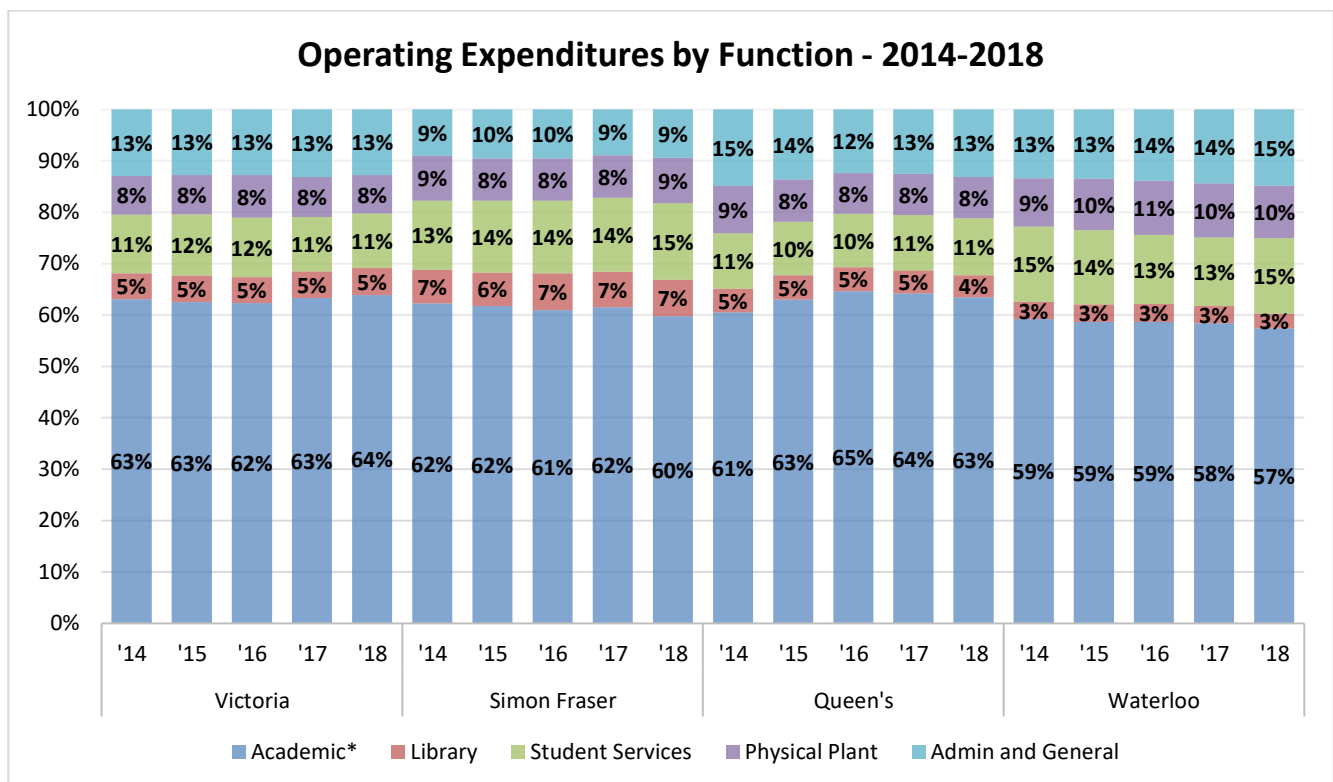
Reflecting the mission of the university, 80% of the total operating budget is allocated to academic areas including faculties, research, library, student financial aid and student services, with the remaining 20% allocated to facilities and support functions.

The following chart outlines expenditures by functional area:

Operating Expense by Function



The above proportions have remained consistent and as shown in the five year chart below, UVic’s investment in academic areas is comparable to peer universities:



*Includes Instruction & non-sponsored research, non-credit instruction and computing & communications
Source: CAUBO Financial Information of Universities and Colleges 2014-2018

(e) Operating Expenditure Plan

The annual expenditure budget is adjusted each year to first account for known compensation, infrastructure, inflationary and maintenance requirements. The plan also reflects allocations to departments as a result of revenue that is collected specifically for their program (ATRS fees, faculty program fees, etc.). For 2020-21 this revenue totals \$10.07M as follows:

(in millions)	
Compensation (salaries and benefits)	\$8.02
Engineering infrastructure	\$0.76
Library acquisition inflationary costs	\$0.56
Maintenance and inflation costs	\$0.50
Department revenue – fees and differentials	\$0.24
Total	\$ 10.07

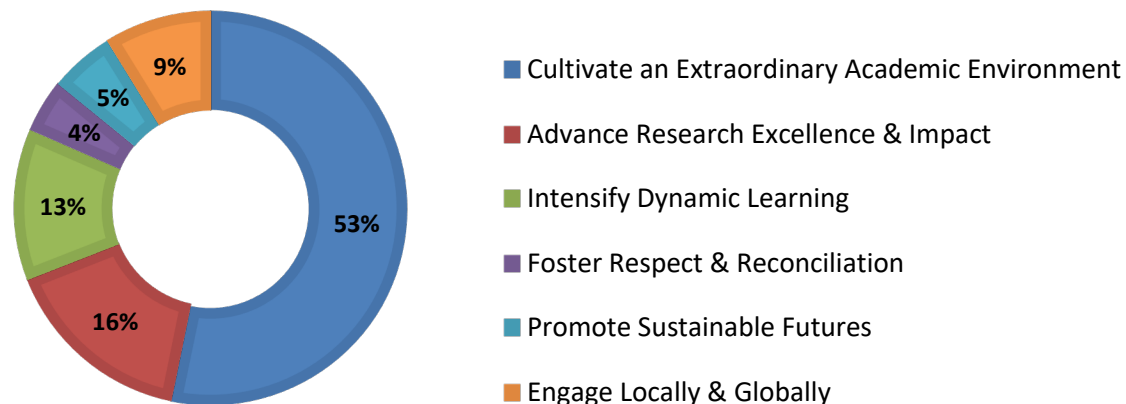
The \$8.02M for compensation represents salary and related benefit increases (collectively bargained and anticipated) and progression through the ranks. This also includes reductions related to the Medical Services Plan premia and the Combination Pension Plan resulting from the university's January 1, 2020 rate decrease. An allocation of \$0.76M for engineering infrastructure is necessary to support increased building operating costs resulting from the engineering expansion that in the interim is being used to support the capital project. 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 \$0.50M for maintenance and inflation includes allocations to general university insurance, facilities management and university systems to address inflationary costs of insurance, supplies and licensing respectively.

Funds available in 2020-21 for allocation to strategic priority areas come from three sources:

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

Overall allocations (base and non-recurring) by Strategic Framework priority areas are outlined in the following chart:

2020-21 Allocations by Strategic Framework area



The majority of the allocations for the coming year are directed towards cultivating an extraordinary academic environment. This reflects the 3-year plan priority of investing in academic chairs, faculties, scholarships, student services such as health services and campus infrastructure investments. More detail on these allocations is outlined in the sections below.

The 2020-21 budget provides \$0.85M in base funding to support commitments for Strategic Framework priorities including:

Key Priority Area	(in millions)
1 Cultivate an Extraordinary Academic Environment	
Impact Chairs (up to 4)	\$ 0.60
Strategic impact fund	\$ 0.10
Fellowship for enriched teaching	\$ 0.05
3 Intensify Dynamic Learning	
Experiential learning fund	\$ 0.10
Total	\$ 0.85

With the above allocations and those made in the prior two years, the Strategic Framework priority areas are now fully reflected in the annual budget with \$1.2M allocated to academic chairs, \$0.45M for the experiential learning fund, \$0.2M for the fellowship in research enriched learning, \$0.3M for the strategic impact fund and \$0.41M in graduate fellowships.

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Before considering other priority areas, allocations totalling \$1.8M are also required to support government funded enrolment expansions for engineering and computer science (\$1.09M), the JD/JID in Indigenous law (\$0.50M), and the nurse practitioner program (0.21M). After providing allocations for ongoing commitments and non-discretionary items, base funding totalling \$4.93M is available for other institutional priorities:

(in millions)	
Total incremental revenue increase	\$ 17.65
Less commitments and non-discretionary allocations:	
Compensation, regulatory, inflationary & maintenance	\$ 10.07
Strategic Framework commitments	\$ 0.85
Program expansion supports	\$ 1.80
Total commitments & non-discretionary	\$ 12.72
Total base available	\$ 4.93

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 supporting information including metrics from the Enhanced Planning Tools, are prioritized by Vice-Presidential portfolio, then reviewed and discussed at the Integrated Planning Committee in order that allocation decisions can be made that optimally align allocations with resources available and overall strategic priorities (each year the requests far exceed new resources available). The outcome of this process is presented in the allocations outlined in [Table 3](#) below, organized by Strategic Framework areas of priority.

While investments are grouped by Framework area, 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, *Meeting Enrolment Demand* under Intensify Dynamic Learning addresses the strategy 3.5 objective of developing and evolving high-quality academic programs that are responsive to student interest and providing students with meaningful learning opportunities. It also addresses the Engage Locally and Globally strategy 6.1 of developing integrated structures across the university to promote effective interactions with local and global communities.

As another example, *Indigenous Supports* under Foster Respect and Reconciliation addresses the strategy 4.2 objective of developing new pathways for access to higher education for Indigenous students. It also addresses the Cultivate an Extraordinary Academic Environment strategy 1.1 of attracting, supporting and developing a diverse community of students, faculty and staff through enhanced resources and programs.

TABLE 3

Key Priority Area	(in millions)
Cultivate an Extraordinary Academic Environment	\$ 1.85
Faculty and research supports	1.09
Faculty and department supports	0.54
Information system infrastructure	0.10
Student supports and success	0.03
University communications plan	0.09
Advance Research Excellence and Impact	\$ 0.50
Faculty and research supports	0.40
Student supports and success	0.02
Systems support	0.09
Intensify Dynamic Learning	\$ 1.16
Community-university engagement	0.10
International initiatives	0.05
Meeting enrolment demand	0.65
Student supports and success	0.36
Foster Respect and Reconciliation	\$ 0.39
Education, policy implementation and hiring support	0.14
Indigenous program and student supports	0.25
Promote Sustainable Futures	\$ 0.55
Climate and sustainability action plan	0.15
Fund development plan	0.40
Engage Locally and Globally	\$ 0.49
Meeting enrolment demand	0.40
Systems support	0.09
Total base allocated to institutional priorities	\$ 4.93

[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 reflect the university’s priority of supporting faculty and research and provide for investments within every academic Faculty and support the following academic areas of priority:

- program support across faculties including faculty positions, staff positions, TA support, Indigenous co-op coordinators;
- on-going funding for presidential research scholarships for graduate students;
- funding to support the health science initiative;
- funding to support Indigenous Academic and Community Engagement, the Indigenous Studies program, and LE, NONET experiential learning;
- meeting demand in academic program areas; and,
- investments in student supports and success including varsity athletics.

Other significant allocations include:

- funding to support the development of the Climate and Sustainability Action Plan;
- research supports including funding for supporting research awards and grant applications;
- investments to advance Alumni and Development's major gift program;
- investments in communications including social media;
- support for information systems including development and systems maintenance, research systems support, network infrastructure and information security;
- investments for maintaining and addressing regulatory requirements for our facilities, and,
- funding for new hires in equity and human rights and human resources in support of education, policy implementation and hiring.

In addition to the base investments noted above, the 2020-21 budget provides \$10M non-recurring budget, which is available from:

- budget not committed to base allocations of \$6.5M that the university has retained in base to be used for non-recurring or term allocations in order to retain some financial flexibility as outlined above; and,
- institutional carry forward of \$3.5M.

[Table 4](#) below outlines the non-recurring allocations for 2020-21, and represents both new and the continuation of multi-year commitments. Some examples of multi-year commitments include the university communication plan – *Sharpening our Edge*, the three year *Sexualized Violence Awareness and Prevention Education* plan, enrolment supports for new/expanding programs, the Health Sciences initiative and research supports including protection of intellectual property and to enhance university rankings and reputation.

TABLE 4

Key Priority Area	(in millions)
Cultivate an Extraordinary Academic Environment	\$ 6.11
Faculty and research supports	2.28
Faculty and department supports	0.07
Graduate student supports and success	0.30
Reputational advancement	0.42
Student supports and success	0.99
Undergraduate scholarships	0.50
University communication plan	0.05
Capital infrastructure	1.50
Advance Research Excellence and Impact	\$ 1.87
Building research connections	0.58
Faculty and research supports	0.61
Health sciences initiative	0.52
Intellectual property support	0.17
Intensify Dynamic Learning	\$ 0.69
Meeting enrolment demand	0.27
Student supports and success	0.43
Foster Respect and Reconciliation	\$ 0.27
Education, policy implementation and hiring support	0.16
Indigenous graduate student supports and success	0.04
Indigenous supports	0.08
Promote Sustainable Futures	\$ 0.24
Faculty and department supports	0.04
Climate and sustainability action plan	0.20
Engage Locally and Globally	\$ 0.83
International initiatives	0.07
Legacy gallery support	0.03
Meeting enrolment demand	0.45
University communications plan	0.28
Total non-recurring allocated to institutional priorities	\$ 10.02

The above allocations provide for investments across the university in priority areas as well as required investments to sustain operations. Some highlights include:

- faculty supports for hiring and retention including searches, start-up funding, retirement bridge funding, spousal appointments, etc.;
- funding to support research including the building connections fund, animal care, intellectual property supports, and the Health Sciences Initiative;
- program supports in Science, Engineering and Computer Science, and Humanities;
- continued investments in student success with funding allocated for graduate fellowships, undergraduate scholarships, and undergraduate research awards including early experience opportunities;
- supports for student health programming including allocations to University Health Services clinic operations and the Student Mental Health program;

- continued funding for employee training in leadership and sexualized violence prevention;
- funding for the implementation and ongoing support of the Climate and Sustainability Action Plan;
- an allocation to the library’s collection budget to supplement the base amount of \$0.56M noted above to address inflationary and US dollar impacts; and,
- investments in capital to support functional improvements and routine maintenance of capital infrastructure.

As noted above, \$6.5M of non-recurring funding is provided 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 250 (about 10%) undergraduate international students or 1,137 (about 7%) domestic students as follows:

TABLE 5

	Amount	Percent
Base funding retained (\$)	\$6.48M	1.5%
International FTE fluctuation absorbed (FTE)	250 FTE	10.1%
or Domestic FTE fluctuation absorbed (FTE)	1,137 FTE	6.7%

The FTE difference is due to tuition rate differences.

(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 2020-21 this funding is expected to be approximately \$675,000 and is provided as envelope funding – institutions have full discretion over its allocation.

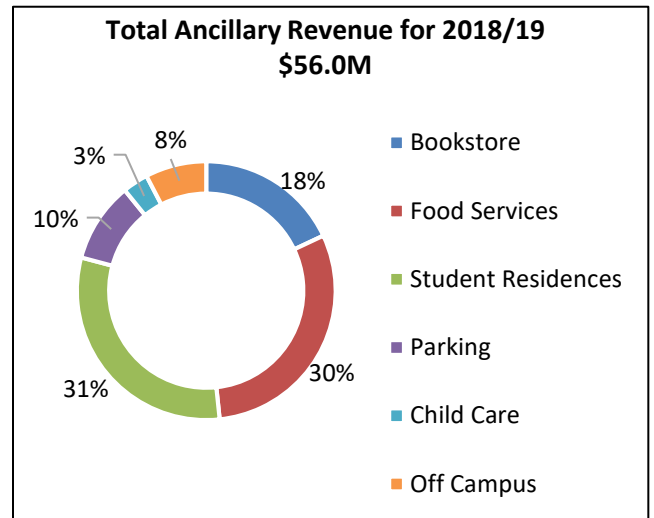
The second source of funding is Major Maintenance and Rehabilitation (MMR) and it is intended to address deferred maintenance and some functional improvements. This funding is provided through a notional allocation against which each institution submits specific projects for approval. This process allows 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 2020-21 expected funding from government of is about \$11.8M; however, there is a requirement for a 25% contribution from the institution, or about \$4.0M. The overall university operating budget provides the funding for the university contribution towards MMR projects. 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.

3. Ancillary Budgets

An ancillary operation is a unit or department within the university that is required to be financially self-sustaining, with each operation generating sufficient revenue to fully cover its annual operating costs as well as infrastructure maintenance such as renovation and the replacement of physical assets including any required debt servicing costs.

Revenues from ancillary operations in fiscal 2018-19 totaled \$56.0M 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 2018-19, this source of revenue accounted for 92% of total ancillary revenue. Other revenue includes government grants (child care) 3% and investment income 2%.

The following sections outline the proposed ancillary budgets for 2020-21 along with the corresponding fee increases that require board approval.

(a) Residence Services

Residence Services provides accommodation to students and visitors in on-campus dormitory buildings, single student cluster units and self-contained units (apartments/town houses) for students with families. [Table 6](#) below summarizes the current year budget and the proposed Residence Services budget for the next 3 years.

Table 6

	Budget 2019-20	Projected Budget 2020-21	Projected Budget 2021-22	Projected Budget 2022-23
(in millions)				
Total Revenue	\$ 17.45	\$ 17.74	\$ 18.28	\$ 21.54
Expenditures:				
Salaries & Benefits	\$ 5.39	\$ 5.75	\$ 5.86	\$ 6.41
Operating Expenses	\$ 5.30	\$ 5.40	\$ 5.61	\$ 5.94
Debt Servicing	\$ 2.37	\$ 2.07	\$ 2.39	\$ 4.24
Capital Projects	\$ 3.24	\$ 3.00	\$ 3.00	\$ 3.00
Reserves Provision	\$ 1.15	\$ 1.53	\$ 1.41	\$ 1.94
Total Expenditures	\$ 17.45	\$ 17.74	\$ 18.28	\$ 21.54
Reserve Drawdown	\$ 3.24	\$ 3.00	\$ 3.00	\$ 3.00

The largest contributor to the Student Residence revenue budget is single student housing, making up 73% of

revenues, followed by family housing at 13%, conference revenue at 10% and other income at 4%. For 2020-21 expenditures, labour and benefits makes up 32% of the total budget followed by operating expenses at 30%, capital projects at 17%, debt servicing at 12% and contributions to the reserve provision at 9%. To cover anticipated increases to expenditures over the next three years, Residence Services is proposing a rate increase of 4% for single student housing and a rate increase of 4-6% for family housing. These rate changes are necessary to cover increasing salary costs, operating costs which includes utilities and facilities maintenance, and future anticipated costs for capital projects and contingencies.

This plan supports overall expansion to address student demand, with family housing continuing to be under high demand and high occupancy. The plan also provides funding to address deferred maintenance, projected at \$81M worth of projects required to renew current buildings when the plan was developed in 2012. Since then, significant renewals including window replacements, balcony upgrades, railings, electrical and fire safety system upgrades, fire alarms, roof repairs, elevator renovations, lighting updates, etc. have been made. In 2019-20 building upgrades included minor renovations and internal refinishing in various buildings, renovation to Craigdarroch Office Building in preparation for the new residence building construction to begin in 2020, elevator renovations and roofing in Lam Family Housing. The 2020-21 plan includes further minor building renovations, fire alarm upgrades, elevator renovations and consulting costs for project planning. Residence Services' reserve fund increased by \$1.6M at the end of fiscal year 2019. An additional \$1M contribution is anticipated by March 2020, which will continue to be used to fund deferred maintenance projects.

The proposed 2020-21 rate increases for various housing types are outlined in [Appendix 2](#).

(b) Food Services

University Food Services (UNFS) provides a variety of food services to students, faculty, staff, and visitors to campus including student resident meal plans, dining options at eleven unique campus outlets and on-campus catering for university functions. The business operations of UNFS has evolved its food offerings over the years to ensure it is aligned to the needs of a diverse customer base and that healthier food options exist to support good nutrition. UNFS is committed to implementing industry leading practices in support of a nutritionally sound campus including caloric, sugar and salt content for all food and drink items on all menu boards. UNFS will ensure that plant-based, vegetarian, vegan and gluten-free options and programs are meeting the needs of these customer bases.

In 2014-15 through to 2016-17, UNFS realized operating losses, which resulted in an accumulated deficit of \$600,000. UNFS 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. UNFS' business plan has been developed to ensure operating revenues are sufficient to cover all operating costs including debt so that UNFS may return to profitability by 2020-21. This will be accomplished by increasing resident meal plans (3%) and retail pricing (3%), and by reducing food costs through the implementation an inventory tracking system (Food Trax) that will assist UNFS with food cost control and lower costs of goods sold in current and future years. UNFS projects a surplus of \$0.4M for 2019-20, which is 33% greater than budgeted.

[Table 7](#) below summarizes the current year budget and the proposed Food Services budget for the next 3 years.

Table 7

	Budget 2019-20	Projected Budget 2020-21	Projected Budget 2021-22	Projected Budget 2022-23
	(in millions)			
Total Revenue	\$ 18.92	\$ 18.01	\$ 18.43	\$ 18.78
Expenditures:				
Salaries & Benefits	\$ 9.43	\$ 9.40	\$ 9.58	\$ 9.76
Operating Expenses	\$ 8.56	\$ 7.84	\$ 8.00	\$ 8.16
Debt Servicing	\$ 0.64	\$ 0.64	\$ 0.64	\$ 0.64
Reserves Provision	\$ 0.30	\$ 0.13	\$ 0.22	\$ 0.22
Total Expenditures	\$ 18.92	\$ 18.01	\$ 18.43	\$ 18.78
Reserve Drawdown	\$ -	\$ -	\$ -	\$ -

The table above shows that over the three year planning cycle UNFS projects to have sufficient revenue to cover operating costs, pay down debt and contribute to the reserves provision.

The projected decrease in total revenue in 2020-21 is attributable to the deconstruction of Margaret Newton Hall and Emily Carr residence, causing a decrease in resident meal plan revenues. Also contributing to the projected decrease is the deconstruction of the Cadboro Commons building for the new housing and dining capital project, which will eliminate meeting space and reduce conference and catering revenue. Growth in retail revenue is forecasted into 2020-21 as construction of the new Housing and Dining project begins in May 2020.

Outlined in [Appendix 2](#), UNFS proposes a 3% increase to the standard residential meal plan rate in 2020-21.

(c) Parking Services

Parking Services generates revenue from parking permits, parking meters and dispensers and fines/citations 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 2019-20, as well as projections for 2020-21 to 2022-23.

Table 8

	Budget 2019-20	Projected Budget 2020-21	Projected Budget 2021-22	Projected Budget 2022-23
	(in millions)			
Total Revenue	\$ 5.60	\$ 5.97	\$ 6.26	\$ 6.56
Expenditures:				
Salaries & Benefits	\$ 1.82	\$ 1.86	\$ 1.91	\$ 1.97
Operating Expenses	\$ 1.21	\$ 1.77	\$ 1.82	\$ 1.86
Reserves Provision	\$ 2.57	\$ 2.34	\$ 2.52	\$ 2.72
Total Expenditures	\$ 5.60	\$ 5.97	\$ 6.26	\$ 6.56

The proposed parking budget for 2020-21 reflects a rate increase of 5% as well as modest increases in the number of annual permits sold. This rate increase is required to:

- build reserves to address future supply needs and infrastructure maintenance;
- ensure that parking costs are not subsidized by other areas on campus; and
- provide an appropriate level of funding to support a comprehensive travel choices program

Over the next year, a Parking Lot Condition Assessment Report will be completed that will provide a complete lifecycle analysis and capital replacement plan for campus wide parking infrastructure. It is expected that in 2021-22 the maintenance budget will need to be increased significantly to better reflect deferred maintenance needs. As well as maintenance requirements, the parking budget supports the TDM program. Currently this budget is used mainly for the Employee Bus Pass (EPASS) program and the Universal Bus Pass (UPASS) program for students with the remainder used to support campus cycling infrastructure and active transportation initiatives. The parking budget continues to provide funding to support the Travel Choices program. These initiatives are designed to 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 2018 campus traffic survey results indicated that the split between the different modes of travel to and from campus improved from 60% to 62%. Progress on achieving the [Sustainability Action Plan 2020-2021](#) goal to increase transit, cycling and carpooling to 70% of the campus travel modal split, has been challenging. 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 2020-21 will be allocated to specifically address the modal split goal by developing a proposed renewed TDM plan for the university.

Over the next three academic years, parking demand on campus will increase due to contractor parking and

laydown areas needed to construct the new Student Housing and Dining Project, the Engineering Expansion Project and the Fraser Building Expansion Project. In anticipation of these upcoming pressures, a comprehensive Transportation Demand Management Review was presented to the Campus Planning Committee (CPC) in the spring of 2019. The CPC supported a series of principles to guide the changes to the TDM and parking programs:

- Ensure that the Travel Choices program reflects the Strategic Framework direction to promote sustainable futures, reduce greenhouse gas emissions, and support healthy communities.
- Strategically implement push policies (disincentives) for single occupancy vehicle travel that balance with pull policies (incentives) for sustainable travel through the Travel Choices program.
- Strategically manage the demand and costs for new parking supply to support campus growth by employing TDM measures effectively.

During the next year the TDM program along with parking management practices will be reviewed and a comprehensive report provided to the Board.

Parking Services is proposing a 5% increase to permit rates, a \$1.00/hr increase to short term hourly rates (\$2.00 to \$3.00 outside Ring road, \$3.00 to \$4.00 inside Ring road), and a \$1.00/day increase to daily reserved (\$15.00 to \$16.00). The daily non-reserved rate will remain unchanged at \$9/day. Future increases to parking rates will form part of the review of TDM and parking management practises noted above. Permit parking rates resulting from the 5% increase noted above is contained in [Appendix 3](#). These rates will be effective September 1, 2020. 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 at UVic. A \$2.6M renovation was completed in October 2018, which 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 child care workers. The total subsidy is about \$0.5M per year.

Planning and Budget Framework 2021–2023

The following [Table 9](#) summarizes the Child Care Services budget for 2020-21, as well as projections for 2020-21 to 2022-23.

Table 9

	Budget 2019-20	Projected Budget 2020-21	Projected Budget 2021-22	Projected Budget 2022-23
(in millions)				
Total Revenue	\$ 2.21	\$ 2.20	\$ 2.24	\$ 2.27
Expenditures:				
Salaries & Benefits	\$ 1.94	\$ 1.89	\$ 1.93	\$ 1.96
Operating Expenses	\$ 0.26	\$ 0.25	\$ 0.25	\$ 0.26
Reserves Provision	\$ 0.01	\$ 0.06	\$ 0.05	\$ 0.05
Total Expenditures	\$ 2.21	\$ 2.20	\$ 2.24	\$ 2.27

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). See [Appendix 4](#) attached for the 2020-21 schedule of child care fees effective May 1, 2020.

(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 2019-20 as well as projections for 2020-21 to 2022-23.

Table 10

	Budget 2019-20	Projected Budget 2020-21	Projected Budget 2021-22	Projected Budget 2022-23
(in millions)				
Total Revenue	\$ 9.90	\$ 10.32	\$ 10.52	\$ 10.73
Expenditures:				
Salaries & Benefits	\$ 2.06	\$ 2.23	\$ 2.27	\$ 2.32
Cost of Goods Sold	\$ 7.46	\$ 7.22	\$ 7.38	\$ 7.52
Operating Expenses	\$ 0.31	\$ 0.79	\$ 0.81	\$ 0.82
Reserves Provision	\$ 0.06	\$ 0.08	\$ 0.07	\$ 0.07
Total Expenditures	\$ 9.90	\$ 10.32	\$ 10.52	\$ 10.73

Reflected in total revenue above is the shift from physical textbooks to digital formats, which results in a small net increase in revenue, and merchandise sales which are budgeted for a 5% increase in the next three years. The Bookstore renovated and transitioned the in-store coffee shop to a licensed Starbucks store over summer 2019 and the franchise opened for business in September 2019. This will have a positive impact on revenue, contributing 2% to the total revenue growth in 2021-22 and 2022-23. The construction of the new store was self-funded from reserve funds. There are no further capital asset renewals budgeted for 2020-21.

(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 Dr. 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).

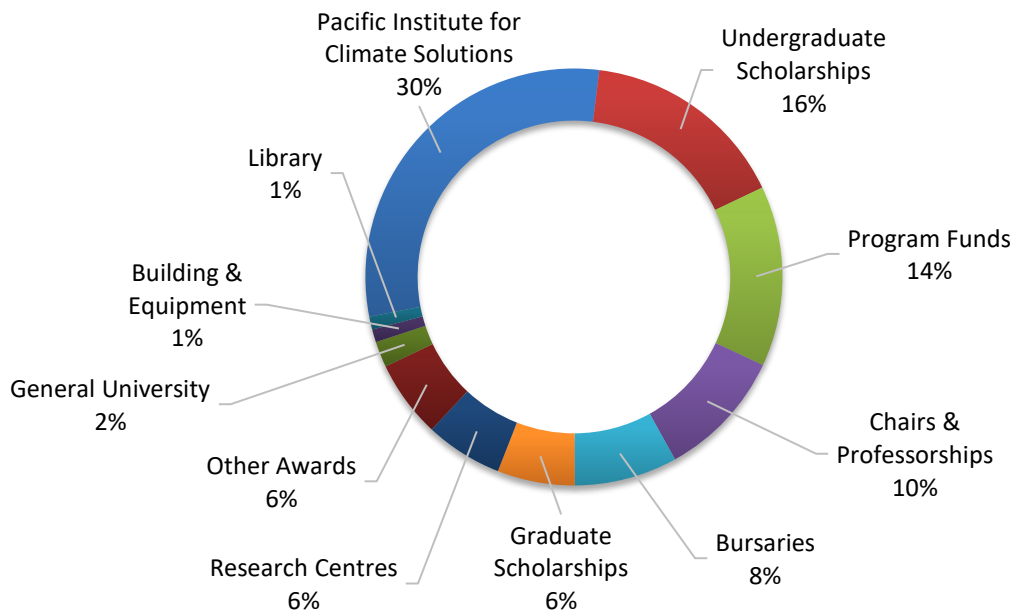
Total revenue for specific purpose increased by \$6.3M in 2018-19. This is largely the result of an increase in investment income within the Foundation of \$5.5M from the previous year. The majority of revenue (98% in 2018-19) in the specific purpose fund is either departmental revenue or revenue from the University of Victoria Foundation

Departmental revenue is mainly derived from external grants designated for specific purposes such as programs in the Gustavson School of 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, 2019, there were over 1,400 funds with a market value of about \$470M. 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 2019-20, the total Foundation distribution was \$15.9M and was allocated as follows:

2019-20 Endowment Budget



The Foundation distribution budget increased by 2% in 2019-20 or about \$0.3M. This was as a result of the inflation adjustment on the endowment principal and fewer funds getting an increase in distribution from 4.0% to 4.5% given weak financial markets in 2018-19. 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 2020-21 the budget is expected to grow again by the 2019 inflation rate of 2.2% and increase modestly as a result of strong financial markets as at December 31st (the effective used for determining eligibility for additional spending noted above). This year marks the second time that the budget will be approved by the Foundation in March (2020) 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.

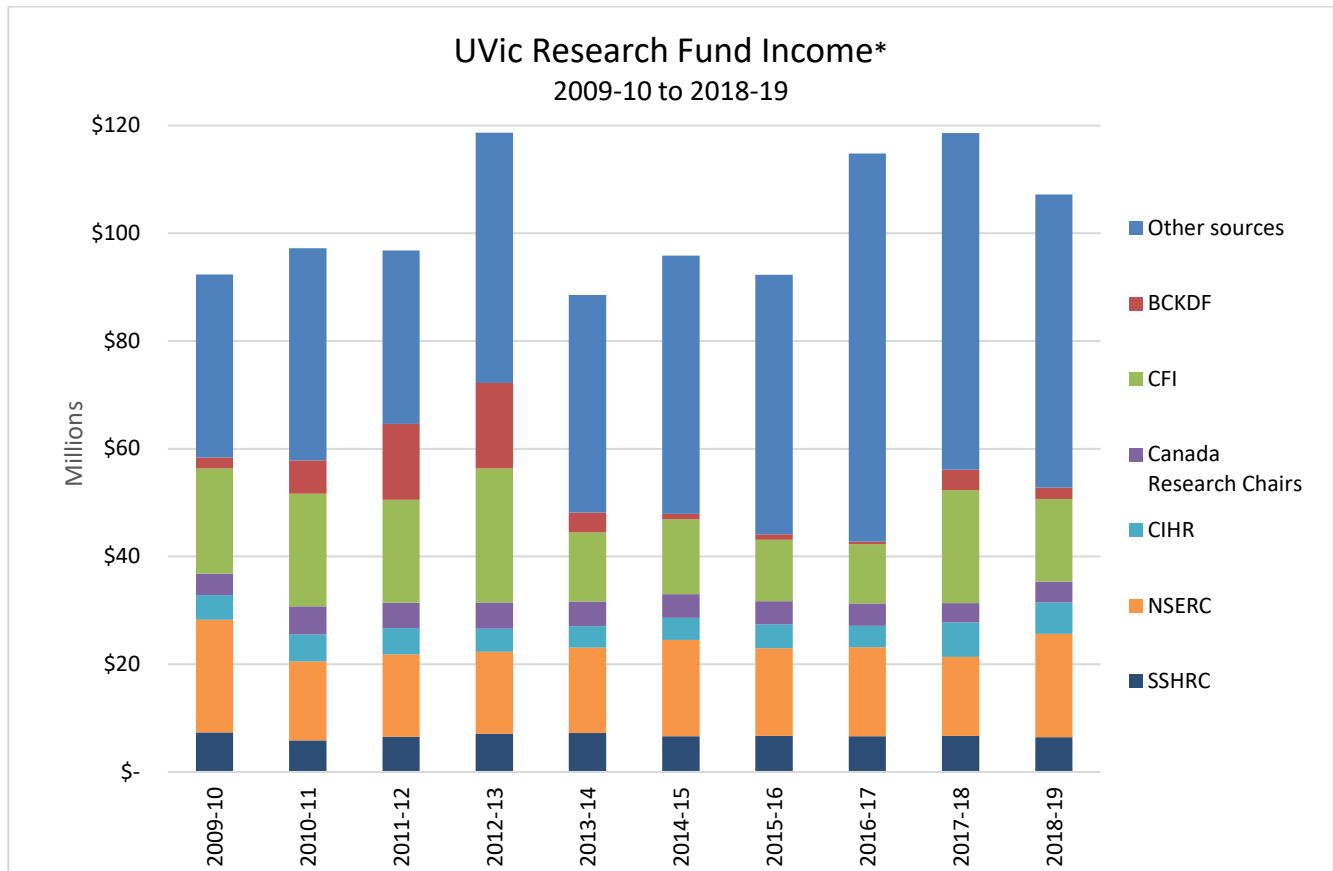
4. Sponsored Research Funds

(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) funding from the 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. Total income from each of these categories is shown in the chart below.

In 2018-19, UVic received a total of \$114.1M in external research funding, including income from the RSF for

indirect costs of research. Over the 2010 to 2019 period, the amount of funding attracted from the federal Tri-Agencies has been relatively constant. Other major sources include CFI funding in support of our large infrastructure projects and other sources such as government agencies, non-governmental organizations, and industry.



*does not include RSF funding

(b) Research Highlights

Strategic Framework and Strategic Research Plan

The Strategic Framework (2018-2023) priority to advance research excellence and impact includes an increased appetite to take strategic risks and make investments to support opportunities for collaboration, innovation, partnership and external funding. 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 Strategic Research Plan 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.

The UVic Strategic Research Plan will be refreshed for mid-2021 through a consultative process beginning in the fall of 2020.

Infrastructure Funding

The CFI and BC Government awarded \$3.2M in 2018-19 for UVic research infrastructure projects, including \$2.24M under the John Evans Leadership Fund (JELF). The funding will be used to develop 12 new laboratories at UVic in the Faculties of Science, Engineering, and Social Sciences and the Division of Medical Sciences, in research areas that include climate change, health, data science, green engineering and anthropology.

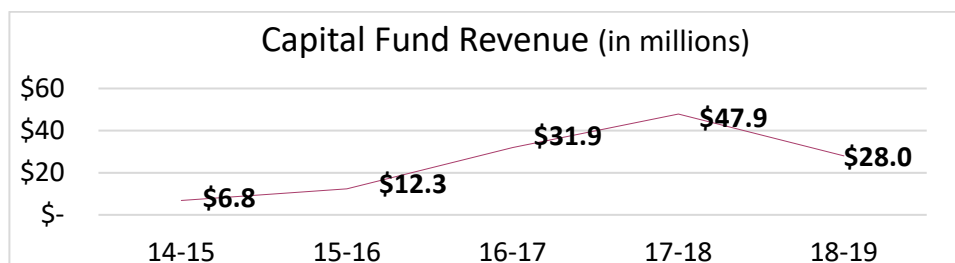
In 2019, Ocean Networks Canada (ONC) received a very positive mid-term review of their five-year CFI Major Science Infrastructure (MSI) operating funding (a total of \$46.6M). In light of this positive review, the CFI approved the extension of the award to a sixth year, with an increase of \$30M in funding. 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.

Major Research Funding

UVic researchers submitted 701 grant applications to over 100 funding competitions in 2018-19. Highlights of research grant funding success include individual awards totaling \$19.1M in new funding from NSERC to support research in natural sciences and engineering. Our researchers also secured \$5.8M in funds through CIHR's competitions to support diverse health-related proposals, from addressing home care challenges through to improving cellular immunotherapy. Our SSHRC researchers received a total of \$6.5M to support their studies in social sciences and humanities.

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 years:



Major capital activity over the past year included:

1 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);
- MacLaurin D wing seismic upgraded, a two year project that will be completed in 2020-21;
- Energy transfer stations upgrades to improve building efficiencies;
- Continuation of the roof replacement and elevator renewal programs;
- Bio-level 2 and safety upgrades to science labs;
- Cunningham fume hood dispersion system renewal (multiyear project); and
- various other smaller deferred maintenance projects (sewage treatment, fall protection, etc.).

2 District Energy Plant

In the current year, construction of the new district energy plant was completed. This project has been a priority in the 5 year capital plan as the previous heating plant neared end of life. While the plant is complete, work is still on-going to fully commission the new facility.

3 Decanting Program

One of the priorities of the capital plan is to develop plans to provide incremental space to the Faculties of Science and Social Science to address current space pressures.

To that end, renovations are underway on the Queenswood campus to provide space for the Canadian Centre for Climate Modeling and Analysis (CCCma) and the Water and Climate Impact Research Centre (WCIRC) groups. These two Environment Canada groups currently occupy space within the Bob Wright Building and the David Turpin Building (DTB) respectively. The freed up space in the Bob Wright Building will be allocated to the Faculty of Science, which will ultimately allow for additional space for the Department of Mathematics and Statistics. The space within the DTB will mainly be allocated to the Faculty of Social Sciences to address priorities. The current expectation is that the two Environment Canada groups will move in late spring 2020.

4 Student Housing and Dining

Expansion of student housing has been a capital priority for a number of years. During 2019-20 approval was provided by the Provincial government to access debt to finance a two building 620 bed expansion project that includes a new campus dining facility. This expansion will include the deconstruction of two current residence buildings, Emily Carr and Margaret Newton, as well as the deconstruction of Cadboro Commons. This work will commence in May 2020. During summer 2020, a temporary dining facility will also be constructed on campus for use commencing in September 2020. This facility will be in operation until August 2022 when the first of the two buildings, that will house the campus dining facility, is completed. Building two is anticipated to be complete in 2023.

The capital priorities in the 2019-20 capital plan for the next five years include:

- 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; 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:

- Enrolment levels can be affected by the economy, competition, the world economic environment, global crises (e.g., a pandemic) 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.
 - At the time of writing this report, the potential financial impact of the COVID-19 virus, either from reductions in enrolment or the potential requirement to shut the university for a period of time (as has occurred in a small number of institutions in North America), has not been factored into the plan. A contingency plan will be developed that will consider, based on various financial scenarios, what measures the university may take, including adjusting the allocations outlined in this document;
 - The province has not yet provided the funding letter for 2020-21. 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 ongoing negotiations that began in 2019. This risk is reduced from the prior year as confirmation of funding has been received for the three of the bargaining units that have completed negotiations;
 - 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 \$ 424M and total annual expenditures across all funds of over \$635M. 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](#)

Planning and Budget Framework 2021–2023

Appendix 1: Schedule of Proposed Tuition Fees

To be effective May 1, 2020

		Effective May 1, 2018	Effective May 1, 2019	Effective May 1, 2020
UNDERGRADUATE TUITION				
Tri Faculty				
Per fee unit -	Domestic	372.30	379.75	387.34
	International	1,444.98	1,661.73	1,724.04
	Grandparented International	1,252.32	1,302.41	1,351.26
Course Challenge				
Per fee unit -	Domestic	186.15	189.88	193.67
	International	722.49	830.87	862.02
	Grandparented International	626.16	651.22	675.63
AHVS 488 and HA 499 per unit		463.96	473.24	482.70
Business Faculty				
Per fee unit -	Domestic	507.56	517.71	528.07
	International	1,655.16	1,754.48	1,820.27
	Grandparented International	1,623.92	1,688.88	1,752.21
Co-op program fee -	Domestic	351.50	358.54	365.71
	International	609.02	633.38	657.13
Engineering Faculty				
ENGR courses				
Per fee unit -	Domestic	372.30	379.75	387.34
	International	1,444.98	1,661.73	1,724.04
	Grandparented International	1,252.32	1,302.41	1,351.25
CENG, ELEC, MECH, CSC, SENG, BIOM				
Per fee unit -	Domestic	411.96	420.20	428.60
	International	1,559.14	1,793.01	1,860.25
	Grandparented International	1,351.25	1,405.30	1,458.00
Co-op program fee -	Domestic	351.50	358.54	365.71
	International	609.02	633.38	657.13
Co-op Work Term				
Per work term -	Domestic	703.00	717.08	731.42
	International	1,218.04	1,266.75	1,314.26
Co-op Work Term Challenge				
	Domestic	351.50	358.54	365.71
	International	609.02	633.38	657.13
Law Tuition				
Full-time, per term -	Domestic	4,886.46	4,984.19	5,083.87
	International	15,588.22	17,926.45	18,598.69
	Grandparented International	13,509.79	14,050.18	14,577.06
Part-time, per term -	Domestic	651.54	664.58	677.87
	International	2,078.45	2,390.22	2,479.85
	Grandparented International	1,801.32	1,873.37	1,943.63
Audit Fees per fee unit				
Under age 65				

Appendix 1: Schedule of Proposed Tuition Fees

To be effective May 1, 2020

		Effective May 1, 2018	Effective May 1, 2019	Effective May 1, 2020
Undergraduate -	Domestic	186.15	189.88	193.68
	International	722.49	830.87	862.03
	Grandparented International	626.16	651.21	675.63
Graduate	Domestic	323.16	329.63	336.22
	International	424.30	441.27	450.10
Age 65 or over				
Undergraduate -		63.06	64.32	65.61
Graduate -		106.20	108.32	110.49
Graduate Tuition (per term)				
Full fee installment -	Domestic	1,933.34	1,972.00	2,011.44
	International	2,391.58	2,487.24	2,537.00
Half fee installment -	Domestic	966.67	986.00	1,005.72
	International	1,195.79	1,243.62	1,268.50
Non-degree -	Domestic	767.86	783.22	798.88
	International	952.26	990.34	1,010.15
Graduate Re-registration Fees (per term)				
until maximum completion limits				
	Domestic	767.86	783.22	798.88
	International	952.26	990.34	1,010.15
Thereafter -	Domestic	1,933.34	1,972.00	2,011.44
	International	2,391.58	2,487.24	2,537.00
Graduate Co-op Work Term	Domestic	703.00	717.08	731.42
	International	867.26	901.95	919.99
MBA Tuition (per term)				
Full fee installment -	Domestic	4,162.66	4,245.91	4,330.82
	International	5,162.02	6,194.42	6,318.30
	Grandparented International	4,709.20	4,897.56	4,995.52
Non-degree -	Domestic	1,373.70	1,401.18	1,429.20
	International	1,703.48	2,044.18	2,085.06
	Grandparented International	1,554.06	1,616.23	1,648.56
MBA Re-registration fees (per term)				
until maximum completion limits				
	Domestic	1,373.68	1,401.16	1,429.20
	International	1,703.48	2,044.18	2,085.06
	Grandparented International	1,554.06	1,616.23	1,648.56
Thereafter -	Domestic	4,162.66	4,245.91	4,330.83
	International	5,162.02	6,194.42	6,318.30
	Grandparented International	4,709.20	4,897.56	4,995.52
MBA/JD per term MBA fees (per term)				
until maximum completion limits				
	Domestic	2,775.12	2,830.63	2,887.24
	International	3,441.32	4,129.58	4,212.18
	Grandparented International	3,139.45	3,265.03	3,330.32
	Domestic	1,373.68	1,401.14	1,429.16

Appendix 1: Schedule of Proposed Tuition Fees

To be effective May 1, 2020

		Effective May 1, 2018	Effective May 1, 2019	Effective May 1, 2020
Thereafter -	International	1,703.48	2,044.18	2,085.06
	Grandparented International	1,554.06	1,616.23	1,648.56
Master of Global Business (MGB) fees (per term)				
Full fee installment -	Domestic	7,029.96	7,170.56	7,313.97
	International	10,775.16	11,852.68	12,089.73
	Grandparented International	9,338.48	9,712.03	9,906.27
MGB Re-registration fees (per term)				
until maximum completion limits				
	Domestic	2,343.32	2,390.18	2,437.98
	International	3,591.70	3,950.87	4,029.89
	Grandparented International	3,112.80	3,237.31	3,302.06
Thereafter -	Domestic	7,029.96	7,170.56	7,313.97
	International	10,775.16	11,852.68	12,089.73
	Grandparented International	9,338.48	9,712.03	9,906.27
MA in Community Development (MACD)				
fees per term	Domestic	2,753.40	2,808.48	2,864.66
	International	3,349.68	3,483.67	3,553.34
MACD Re-registration Fees, per term				
until maximum completion limits				
	Domestic	917.82	936.18	954.90
	International	1,116.54	1,161.20	1,184.43
Thereafter -	Domestic	2,753.40	2,808.48	2,864.66
	International	3,349.68	3,483.65	3,553.34
Health Informatics fee				
fees per term	Domestic	4,729.26	4,823.83	4,920.30
	International	5,298.22	5,510.15	5,620.35
Health Informatics Re-registration Fees (per term)				
until maximum completion limits				
	Domestic	1,695.62	1,729.52	1,764.12
	International	1,888.74	1,964.29	2,003.58
Thereafter -	Domestic	4,729.26	4,823.83	4,920.30
	International	5,298.22	5,510.15	5,620.35
Master of Public Health (MPH)				
	Domestic	2,343.32	2,390.18	2,437.98
	International	2,899.00	3,014.96	3,075.26
MPH Re-registration Fees (per term)				
until maximum completion limits				
	Domestic	781.12	796.75	812.68
	International	966.32	1,004.97	1,025.07
Thereafter -	Domestic	2,343.32	2,390.18	2,437.98
	International	2,899.00	3,014.96	3,075.26

Appendix 1: Schedule of Proposed Tuition Fees

To be effective May 1, 2020

	Effective May 1, 2018	Effective May 1, 2019	Effective May 1, 2020
Double Degree in Nursing & Health Informatics (NNHH)			
Domestic	3,905.54	3,983.65	4,063.32
International	4,831.62	5,024.87	5,125.36
NNHH Re-registration Fees (per term) until maximum completion limits			
Domestic	1,301.86	1,327.91	1,354.47
International	1,610.54	1,674.96	1,708.46
Thereafter -	Domestic 3,905.54	3,983.65	4,063.32
	International 4,831.62	5,024.87	5,125.36
Double Degree in MEng/MBA and MSC (CompSci)/MBA fees per term			
Domestic	4,430.66	4,519.28	4,609.66
International	5,276.52	5,935.03	6,053.73
Grandparented International	5,020.66	5,221.48	5,325.91
MEng/MBA and MSC (CompSci)/MBA Re-registration Fees per term until maximum completion limits			
Domestic	1,476.88	1,506.42	1,536.55
International	1,758.86	1,978.37	2,017.93
Grandparented International	1,673.56	1,740.49	1,775.30
Thereafter -	Domestic 4,430.66	4,519.28	4,609.66
	International 5,276.52	5,935.03	6,053.73
	Grandparented International 5,020.66	5,221.48	5,325.91
MEng Telecommunications & Information Security (MTIS) (per term)			
Domestic	7,216.22	7,360.55	7,507.76
International	9,377.48	9,752.59	9,947.63
MTIS Re-registration Fees (per term) until maximum completion limits			
Domestic	2,381.36	2,428.99	2,477.57
International	3,094.58	3,218.36	3,282.73
Thereafter -	Domestic 7,216.22	7,360.55	7,507.76
	International 9,377.48	9,752.59	9,947.63
Master of Engineering in Applied Data Science (MADS) (per term)			
Domestic		9,333.33	9,520.00
International		12,333.33	12,579.99
MADS Re-registration Fees (per term) until maximum completion limits			
Domestic		3,080.00	3,141.60
International		4,070.00	4,151.40
Thereafter -	Domestic 9,333.33	9,333.33	9,520.00
	International 12,333.33	12,333.33	12,579.99

Appendix 1: Schedule of Proposed Tuition Fees

To be effective May 1, 2020

		Effective May 1, 2018	Effective May 1, 2019	Effective May 1, 2020
Master of Engineering in Industrial Ecology (per term)				
	Domestic			6,000.00
	International			8,333.33
Master of Engineering in Industrial Ecology Re-registration Fees (per term)				
until maximum completion limits				
	Domestic			1,980.00
	International			2,750.00
Thereafter -				
	Domestic			6,000.00
	International			8,333.33
PhD in Health Informatics (HINF) (per term)				
	Domestic	2,805.00	2,861.10	2,918.32
	International	6,829.46	7,102.65	7,244.70
PhD HINF Re-registration Fees (per term)				
until maximum completion limits				
	Domestic	1,402.50	1,430.55	1,459.16
	International	2,253.70	2,343.85	2,390.72
Thereafter -				
	Domestic	2,805.00	2,861.10	2,918.32
	International	6,829.46	7,102.65	7,244.70
CERTIFICATES / DIPLOMAS				
Graduate Certificate in Medical Physics				
Per fee unit -				
	Domestic	1,353.04	1,380.11	1,407.70
	International	1,673.88	1,740.84	1,775.65
Master's Certificate in Digital Humanities				
Per fee unit -				
	Domestic	1,082.44	1,104.11	1,126.19
	International	1,350.36	1,404.38	1,432.47
Grad Certificate Health Terminology Standards				
Per fee unit -				
	Domestic	1,445.02	1,473.93	1,503.40
	International	1,618.54	1,683.29	1,716.95
PROGRAM FEES, PER TERM - UNDERGRADUATE				
Inacademic Program Fee (BCom)				
	International	424.00	449.44	466.29
	Grandparented International	416.00	432.64	448.86
Professional Specialization Certificate in Special Education				
	Domestic	378.86	386.45	394.18
	International	445.70	512.56	531.78
PROGRAM FEES, PER TERM - GRADUATE				
Master of Business Administration (MBA)				
Daytime and Weekend Program				
	Domestic	541.22	552.05	563.10
	International	604.88	725.86	740.37

Appendix 1: Schedule of Proposed Tuition Fees

To be effective May 1, 2020

		Effective May 1, 2018	Effective May 1, 2019	Effective May 1, 2020
	Grandparented International	551.82	573.89	585.36
Master of Business Administration (MBA)				
JD/MBA Double Degree				
	Domestic	360.84	368.06	375.42
	International	403.28	483.94	493.61
	Grandparented International	367.91	382.63	390.29
Master of Global Business (MGB)				
	Domestic	1,010.26	1,030.46	1,051.06
	International	1,188.56	1,307.42	1,333.56
	Grandparented International	1,030.08	1,071.28	1,092.71
PhD in International Management & Organization				
	Domestic	500.00	500.00	510.00
	International	520.00	540.80	551.62
MEd/MA EPLS Counselling				
	Domestic	378.84	386.41	394.14
	International	386.28	401.73	409.77
Double Degrees in MEng/MBA and				
MSC(CompSci)/MBA				
	Domestic	463.90	473.18	482.64
	International	518.48	622.18	634.62
	Grandparented International	473.00	491.93	501.77
Indigenous Ed grad prog in Indigenous Revitalization				
	Domestic	378.85	386.43	394.16
	International	386.28	401.73	409.77
PROGRAM FEES FOR UVIC DEGREE STUDENTS				
LATHE (Learning/Teaching in Higher Ed)				
	Domestic	767.86	783.22	798.88
	International	952.26	990.34	1,010.15
Indigenous Nationhood Certificate Program				
Degree Students				
	Domestic	767.86	783.22	798.88
	International	952.26	990.34	1,010.15
Child and Youth Care MA				
	Domestic	371.42	378.85	386.42
	International	378.70	393.84	401.71
Health Terminology Standards				
Degree Students				
	Domestic	2,167.50	2,210.85	2,255.07
	International	2,427.78	2,524.90	2,575.39

Appendix 2: Housing Fee Table

Housing Fee Table

Student Housing			
	2019-20 Current Per Term	2020-21 Proposed per Term	Percentage Increase
Single Room	\$2,884	\$2,999	4.0%
Twin Room	\$2,206	\$2,295	4.0%
Standard Meal Plan	\$2,632	\$2,713	3.0%
Cluster Housing			
Single Cluster Room	\$3,343	\$3,477	4.0%

<i>For the academic year (September to April) these rates yield:</i>			
	2019-20 Current Per Term	2020-21 Proposed per Term	Percentage Increase
Single room + Standard Meal Plan	\$11,033	\$11,424	3.5%
Twin room + Standard Meal Plan	\$9,678	\$10,014	3.5%
Cluster Room (no meal plan)	\$6,686	\$6,954	4.0%
Family Housing (monthly)			
	2019-20 Current Per Term	2020-21 Proposed per Term	Percentage Increase
One bedroom apartment	\$944	\$991	5.0%
Two bedroom apartment	\$1,134	\$1,202	6.0%
Two bedroom townhouse	\$1,226	\$1,275	4.0%
Three bedroom townhouse	\$1,414	\$1,498	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.

2020-2021 Parking Fee Table				
Purchased between dates:	September 01 & December 31	January 01 & April 30	May 01 & August 31	Monthly
General Reserved Parking	\$994	\$666	\$328	\$199
General Parking	\$568	\$381	\$187	\$114
Ian Stewart Complex/Velox Parking	\$369	\$247	\$122	N/A
General Student Parking	\$568	\$381	\$187	\$114
Motorcycle and Scooter	\$216	\$145	\$71	\$43
Flexible Reserved	\$696	N/A	N/A	N/A
Flexible General	\$398	N/A	N/A	N/A
Carpool	Annual Rate			

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	\$41
Flexible Reserved	\$662	N/A	N/A	N/A
Flexible General	\$379	N/A	N/A	N/A
Carpool	Annual Rate			

Appendix 4: Schedule of Child Care Fees

	Proposed Rates	Proposed Rates
	2019-20	2020-21
		effective May 1, 2020
	(\$ per month)	(\$ per month)
INFANT CARE – CHILDREN AGED 6 TO 18 MONTHS		
Level A: Faculty/Staff	\$1,438	\$1,467
Level B: Students	\$1,326	\$1,353
CHILDREN AGED 18 TO 36 MONTHS		
Level A: Faculty/Staff	\$1,259	\$1,284
Level A (1): Faculty/Staff	\$842	\$859
3 day/week		
Level A (2): Faculty/Staff	\$572	\$583
2 day/week		
Level B: Students	\$1,134	\$1,157
Level B (1): Students	\$780	\$796
3 day /week		
Level B (2): Students	\$530	\$541
2 day/week		
CHILDREN AGED 37 MONTHS TO 5 YEARS		
Level A: Faculty/Staff	\$966	\$985
Level A (1): Faculty/Staff	\$681	\$695
3 day/week		
Level A (2): Faculty/Staff	\$465	\$474
2 day/week		
Level B: Students	\$808	\$824
Level B (1): Students	\$588	\$600
3 day/week		
Level B (2)	\$410	\$418
2 day/week		