



2013-2017 Capital Plan

University of
Lethbridge



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2 EXECUTIVE SUMMARY

The University of Lethbridge updates its Capital Plan on an annual basis. The 2013-2017 Capital Plan forms the University's request to Government for funding of priority capital projects over the next five years.

The Capital Plan continues to complement and respond to University of Lethbridge key strategic documents including but not limited to its Strategic Plan, the Comprehensive Institutional Plan, and the Campus Master Plan.

The University of Lethbridge Capital Plan also strives to align itself with Government goals, business plans and other key Government strategic documents. University Senior Administration communicates regularly and works closely with Ministers and other Government officials to discuss the capital needs and priorities of the institution. These relations will continue to be important as the University sets new capital priorities and deals with issues affecting existing facilities.

The highest capital priority of the University of Lethbridge is a new science complex, now named the Destination Project, in order to deliver up to date science programs and accommodate the University's strong commitment to research. To continue to excel in research and to fulfill its mandate as a comprehensive academic and research institution with more emphasis on graduate student education, the University requires new facilities that will provide more dedicated space for these programs and functions. New science facilities will increase the capacity for training by providing space for principal investigators, new graduate and undergraduate students, and technical support personnel.

The University currently has 42 buildings on campus totaling 188,355 gross square metres (gsm) averaging 24 years of age. The University has worked to reduce the amount of deferred maintenance on campus from \$70 million in 2011-12 to approximately \$50 million in deferred maintenance projects over the next ten years. Due to the aging of the buildings, deferred maintenance on existing facilities continues to be a matter of concern. Although the data shows that the University does maintain its facilities better than most other post-secondary institutions, the large existing deferred maintenance balance is still of concern for the University.

The University believes that energy efficiency and ease of maintenance are integral to the planning of all capital projects. The University follows the principles of Leadership in Energy and Environmental Design (LEED) in building sustainable facilities that are better for the environmental and at the same time minimizing the amount of ongoing maintenance costs to the University. Three buildings at the University hold Silver LEED status: the 1st Choice Savings Centre for Sport & Wellness, the Alberta Water and Environmental Science Building, and Markin Hall.

2.1 Capital Priorities Summary

The University uses Alberta Infrastructure's BLIMS system for categorizing capital projects into Preservation, Expansion or New Facilities. The following are the University's identified priority capital projects. More information is described in section 3.0 "The Plan" and Appendix C.

Table 1: Capital Priorities Summary

		Estimated Project Cost (Jan 2013 dollars)
New Facility Projects		
1	Destination Project	
	- Science Facility	200,000,000
	- Central Plant Facility & Distribution Systems	35,000,000
	- University Hall renewal	35,000,000
		\$ 270,000,000
2	First Nations Gathering Centre	8,118,600
3	Art Learning Centre	
	- Art Storage & Study Centre	13,000,000
	- Art Gallery	32,130,000
		45,130,000
	Total New Facility Projects	\$ 323,248,600
Expansion Projects		
1	Student Residences - upgrade University Hall	7,875,000
2	Student Residences - upgrade Piikani House	5,250,000
3	Alberta Water & Environmental Sciences Building - Phase 2	25,704,000
	Total Expansion Projects	\$ 38,829,000
Preservation Projects		
	Canadian Centre for Behavioural Neuroscience - HVAC project	\$1,500,000
	Total Preservation Projects	\$ 1,500,000
	TOTAL PRIORITY CAPITAL PROJECTS	\$ 363,577,600
Projects in Progress		
1	Science Complex - Planning Phase	\$ 12,780,731
2	2013-14 Deferred Maintenance Projects	10,628,384
3	Student Residences - Aperture Park	32,000,000
4	Tunnel & South Plaza Replacement	2,400,000
	Total Projects in Progress	\$ 57,809,115

Note - Estimated project costs are in current dollars (January 2013) and will be adjusted depending on construction start dates.

2.2 Alignment with Strategic Priorities

The University of Lethbridge updates its Capital Plan on an annual basis for submission to the Government of Alberta. The Capital Plan is used to help inform the Government on key initiatives and directions of the University. This version of the Capital Plan will share information about our current situation, provide a review of the previous year and then discuss our capital priorities and key initiatives over the next ten years.

The Capital Plan continues to complement and respond to University of Lethbridge key strategic documents including but not limited to its 2009-2013 Strategic Plan, the Comprehensive Institutional Plan, and the Campus Master Plan. There are also many key drivers of the Capital Plan that the University monitors closely and plans for accordingly, including additional program space requirements, staffing levels, deferred maintenance, Infrastructure Maintenance Program (IMP) funding, the University's operating budget, and student enrolment expectations.

The University of Lethbridge Capital Plan also strives to align itself with Government goals, business plans and other key Government strategic documents. University Senior Administration communicates regularly and works closely with Ministers and other Government officials to discuss the capital needs and priorities of the institution. These relations continue to be important as the University sets new capital priorities and deals with issues affecting existing capital facilities.

The University of Lethbridge aligns its capital priorities with the Government of Alberta's key objectives, as outlined in the January 29, 2008 [Alberta's 20-Year Strategic Capital Plan](#):

- *Expanding access to meet the projected demand in the Alberta Access Plan through individual Institution Access Plans and their inclusion in the broader Alberta Access Plan.*
- *Ensuring the necessary capital maintenance and renewal of existing and planned post-secondary facilities.*
- *Developing and enhancing technology programs to meet the demands of an increasing number of students and employers.*
- *Addressing key workforce challenges particularly in the health care field.*

Short-Term Plans and Priorities

- *Accessibility for more Albertans*
- *Responding to economic growth*
- *Fostering economic diversity*

Medium-Term Plans and Priorities

- *Technical trades training*
- *Health workforce*
- *Arts, science and technology*
- *Addressing ongoing needs for capital maintenance and renewal*

In addition to identifying the University's priority capital projects for Government, the Capital Plan also focuses on important issues like deferred maintenance, lights-on funding, space constraints, and changing technology, all of which have an effect on the University's growing capital infrastructure.

3 REVIEW OF PREVIOUS YEAR

3.1 Major Capital Projects

The following projects were started and/or completed during the previous year:

Residence Complex: Fall 2011 saw construction beginning on a new 259-bed, 11,589 sq ft residence complex that is expected to be complete in Summer 2013 at a cost of approximately \$32 million.

Destination Project Planning: This project is the highest capital priority project for the University. The University received \$2.7 million in planning funds from Advanced Education and Technology for the Destination Project prior to 2013 and will receive an additional \$5 million in each of the fiscal 2013-14 and 2014-15 years to advance the planning for the project.

3.2 Other Capital Projects, Renovations and Repairs

Dr. Foster James Penny Building: A 2,862.7 gsm building located in downtown Lethbridge was donated to the University in October 2007. Space programming for the building will accommodate programming for the Faculty of Fine Arts, University Advancement, the School of Graduate Studies, research space, offices and meeting rooms, thus creating a downtown presence that helps build connections with the Lethbridge community. Renovations are nearing completion and some University occupants have already moved into the facility.

Physical Education Building: The 1st Choice Savings Centre for Sport and Wellness was added on and attached to the existing Physical Education Building, which is approximately 40 years old. Renovations to pre-existing Physical Education Building are now substantially complete after \$5.6 million funding from the Province was received for the project.

Parking Lot Rehabilitation: Phase 1 of the parking lot redevelopment project was completed in Fall 2012, improving drainage, lighting, and pedestrian safety. Phase II will be completed in Summer 2014, with work including landscaping and the construction of storm water management and drainage systems.

University Prairie Quad: Construction was substantially completed on a new trapezium-shaped courtyard that will form a vibrant and unique outdoor gathering space. The design will support various activities throughout the year, and incorporates a sustainable storm water management system.

3.3 Funded Capital Projects Summary

The following table shows the funded capital projects, both completed and in progress over the last ten years. Over the past 20-year period, the University funded 36% of the completed capital projects with 50% coming from government grants and research agencies. Section three of this document entitled "The Plan" will show that new, expansion, and preservation projects will require the majority of funding to come from government grants and research agencies as the University does not have sufficient funds required to fund major capital projects.

TABLE 2: MAJOR CAPITAL PROJECTS FUNDING SOURCE SUMMARY

PROJECT	COMPLETION		FUNDING SOURCES				
	YEAR	PROJECT COST	University	Donations	City of Leth	Gov't *	TOTAL
COMPLETED PROJECTS:							
Hepler Hall	98/99	747,894	747,894	-	-	-	747,894
Art Storage Vault	98/99	320,088	320,088	-	-	-	320,088
PE Classroom Annex	98/99	1,107,750	1,107,750	-	-	-	1,107,750
Anderson Hall	99/00	5,812,919	5,812,919	-	-	-	5,812,919
Library Storage Building	99/00	67,282	67,282	-	-	-	67,282
University Library	01/02	33,668,656	19,345,218	9,567,438	-	4,756,000	33,668,656
Canadian Centre for Behavioural NeuroScience (CCBN)	01/02	8,593,438	783,775	2,525	-	7,807,138	8,593,438
Student Residences (townhomes)	03/04	5,896,598	5,896,598	-	-	-	5,896,598
CCBN Expansion	06/07	3,265,148	1,030,613	301,500	-	1,933,035	3,265,148
1st Choice Savings Centre for Sport & Wellness	06/07	30,776,265	20,474,655	4,992,099	5,300,000	9,511	30,776,265
Parkway Service Complex	07/08	6,053,990	353,990	-	-	5,700,000	6,053,990
Turcotte Hall Expansion	07/08	10,866,161	8,566,161	-	-	2,300,000	10,866,161
Alberta Water & Environmental Science Building - Phase 1	08/09	24,112,903	557,658	103,325	-	23,451,920	24,112,903
Community Sports Stadium	09/10	12,098,444	4,732,951	53,979	3,723,439	3,588,075	12,098,444
Daycare Facility	09/10	1,967,078	1,612,078	280,000	-	75,000	1,967,078
Markin Hall	10/11	53,114,142	-	3,114,142	-	50,000,000	53,114,142
		\$ 198,468,756	\$71,409,630	\$18,415,008	\$9,023,439	\$99,620,679	\$198,468,756
			36%	9%	5%	50%	100%
PROJ Student Residences (Aperture Park 3)	13/14	\$ 32,000,000	\$29,997,058	\$ 2,942	\$2,000,000	\$ -	\$ 32,000,000
Tunnel & South Plaza Replacement	13/14	2,400,000	2,400,000	-	-	-	2,400,000
Destination Project - Planning	15/16	12,780,731	-	-	-	12,780,731	12,780,731
		\$ 47,180,731	\$32,397,058	\$ 2,942	\$2,000,000	\$12,780,731	\$ 47,180,731
			69%	0%	4%	27%	100%

*Government money includes funds from Enterprise and Advanced Education, Alberta Infrastructure and Provincial/Federal Research agencies.

3.4 Highlights of Successes

2009-2013 Strategic Plan: The current Strategic Plan was released in January 2009. There was extensive consultation within the University community and external stakeholders in updating the plan. The plan strengthens the University's commitments of its Capital Plan. From the Strategic Plan:

"We establish and sustain facilities for pursuing original research and creative activities, and conduct research in all disciplines, developing and sustaining centres of research excellence in areas where we have special expertise or that have particular relevance to the region.

We build mutually supportive relationships and partnerships with governments, institutions, communities, organizations, and individuals, to evolve and improve the value of the University to the region, the province, the country, and the world."

The University is currently in the process of updating its Strategic plan, with the projected Board of Governors approval in Fall 2013.

Government funding for Preservation Projects:

Enterprise and Advanced Education provided funding in part to be used for the preservation of supported infrastructure:

- \$20.5 M for the Safety Systems Upgrade project in University Hall.
- \$5.415 M for the Structure and Building Envelop project in University Hall.
- \$5.6 million to renovate the University's Physical Education Building, which is approximately 41 years old. Some of the Building was not renovated when the 1st Choice Savings Centre for Sport and Wellness was added on and attached to the existing building, and the old portion required upgrades.

Government funding for New Projects:

Enterprise and Advanced Education approved a total of \$12.78 million funding for planning for the new science complex, now named the Destination Project, which is the highest capital priority for the University. The Destination Project will deliver up to date science programs and accommodate the University's commitment to research, enabling the University to continue to excel in research and to further our role as a comprehensive university by providing more dedicated space for these programs and functions. New science facilities will increase capacity by providing appropriate space for principal investigators, new graduate and undergraduate students, and technical support personnel.

4 CURRENT SITUATION

4.1 State of Assets

The University currently has 42 buildings on campus totaling 188,355 gsm and averaging 23.8 years of age. The following chart shows the breakdown by building age and area.

FIGURE 1: NUMBER OF BUILDINGS BY AGE

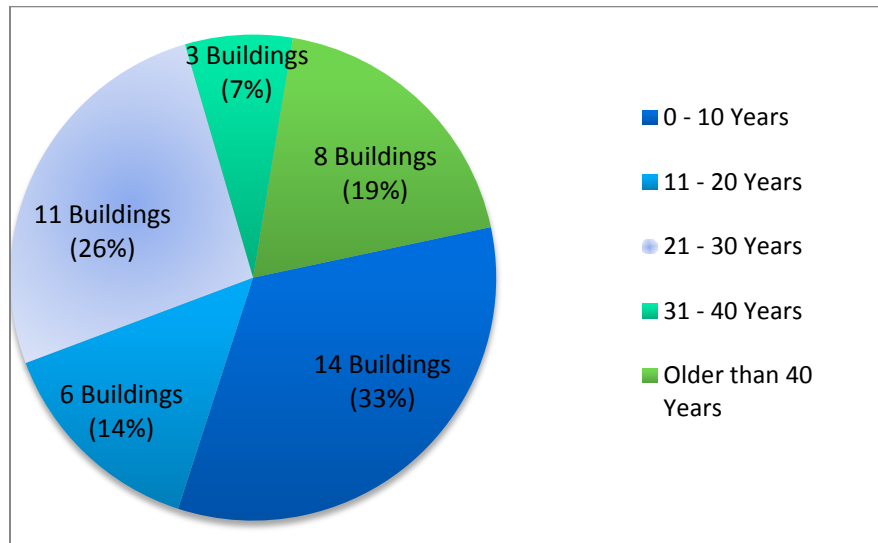
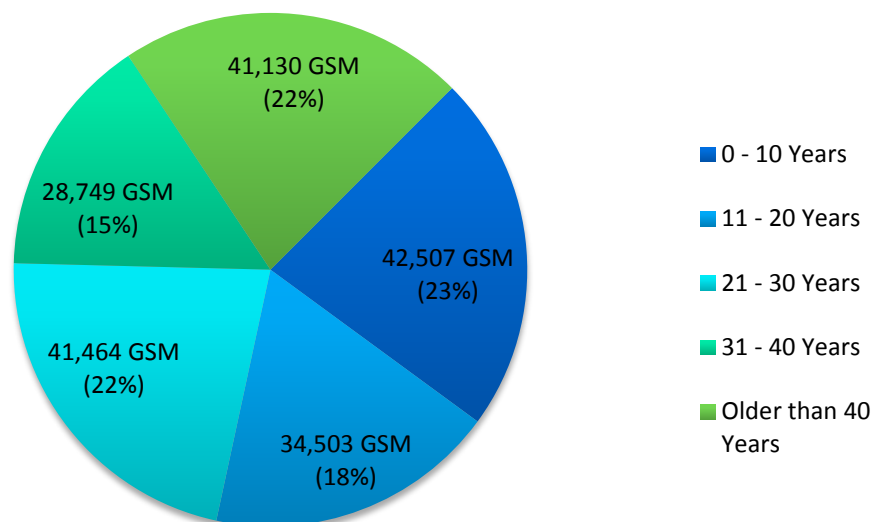


FIGURE 2: BUILDING GROSS SQUARE METRES (GSM) BY AGE



4.2 Deferred Maintenance

In 2007 Enterprise and Advanced Education provided \$25,915,000 in capital grants to help address the deferred maintenance projects backlog. The majority of this funding is being used to reduce deferred maintenance in the University Hall structure, building envelope and safety system upgrades. The University has a Facility Condition Index (FCI) on all University buildings estimated at 9.2%.

The FCI is the ratio of the cost to correct current and future physical condition deficiencies, relative to current facility replacement values. The percentages are calculated by taking the deferred maintenance amount per facility by the facility's replacement cost.

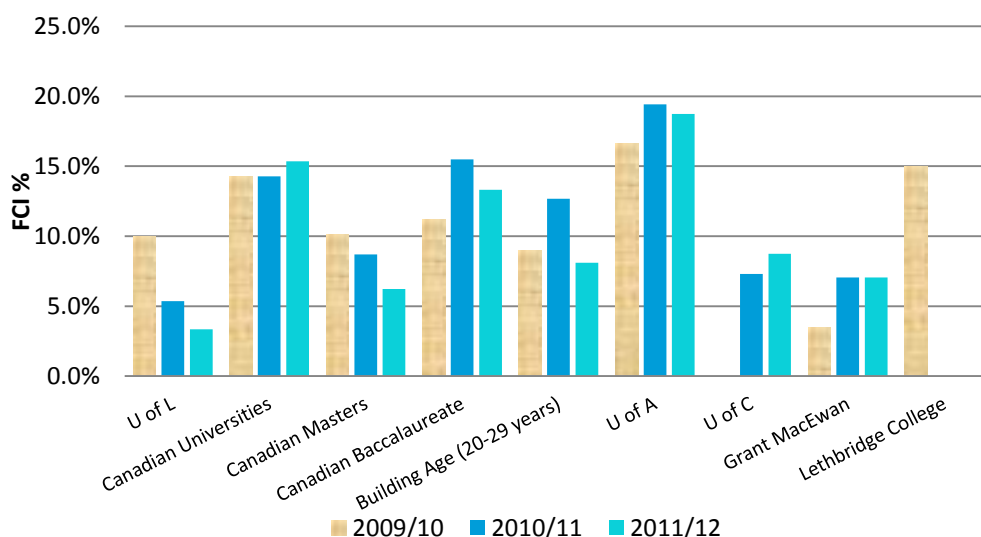
Alberta Infrastructure's interpretation of FCI values for building infrastructure is as follows (from Alberta Infrastructure's Annual Report 2011-2012):

Condition	FCI Definition	
Good	Facilities with an FCI of less than 15%	Adequate for intended use and expected to provide continued service life with average maintenance.
Fair	Facilities with an FCI that is equal to or greater than 15%, or equal to or less than 40%	Aging components are nearing the end of their life cycle and require additional expenditures for renewal or refurbishing.
Poor	Facilities with an FCI of greater than 40%	Upgrading is required to comply with minimum codes or standards and deterioration has reached the point where major repairs or replacement are necessary.

Note: Data described in this section will vary slightly as a result of when it was reported and the way data is gathered for various sources.

The following data was reported by APPA: The Association of Higher Education Facilities Officers:

FIGURE 3: DEFERRED MAINTENANCE BACKLOG BY INSTITUTION TYPE (APPA DATA)



Figures 4 and 5 show the total deferred maintenance on University buildings from data provided by Alberta Infrastructure as of February 2012. Total deferred maintenance was estimated at \$96 M. It is estimated that approximately \$23 M in deferred maintenance should be addressed between 2013 and 2016, including ancillary and residential buildings.

FIGURE 4: TOTAL DEFERRED MAINTENANCE ON UNIVERSITY BUILDINGS BY RENEWAL YEAR

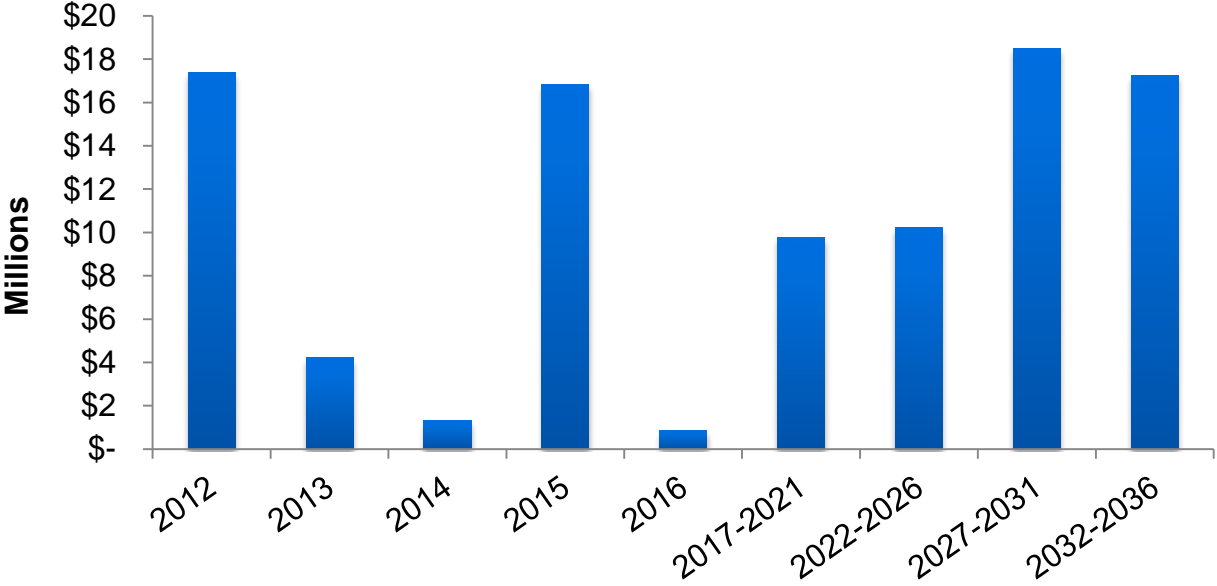


FIGURE 5: TOTAL DEFERRED MAINTENANCE ON UNIVERSITY BUILDINGS BY BUILDING COMPONENT

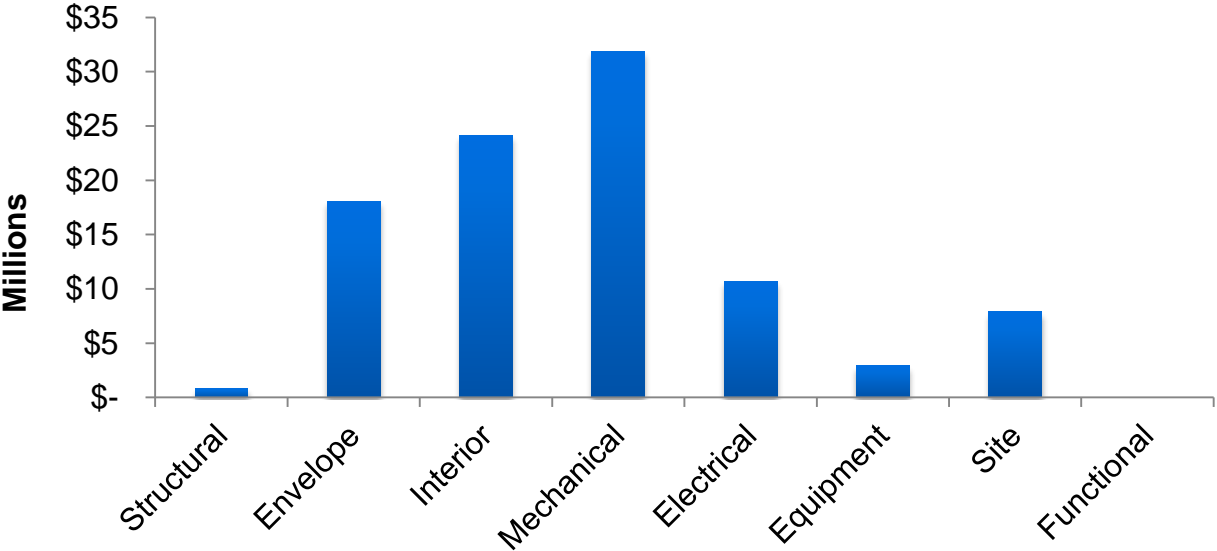
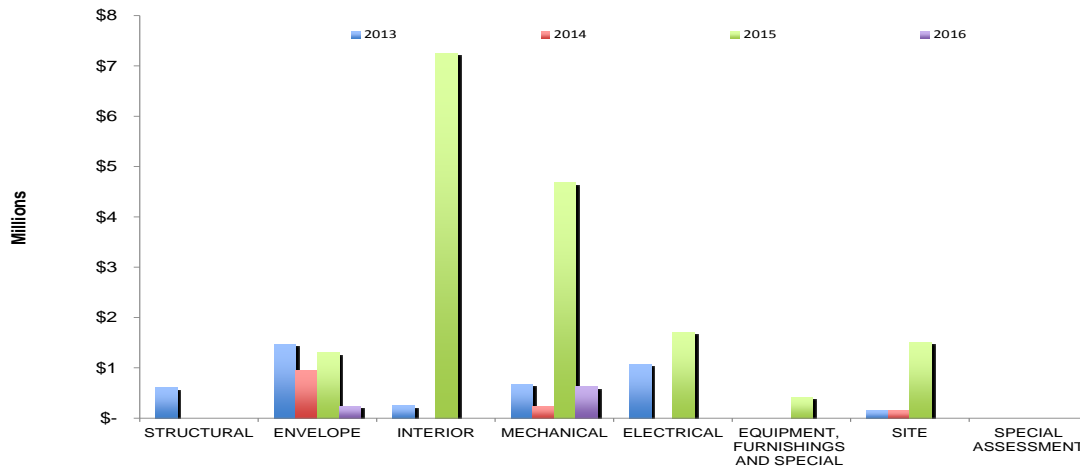


FIGURE 6: 2013-2016 DEFERRED MAINTENANCE ON UNIVERSITY BUILDINGS BY BUILDING COMPONENT AND RENEWAL YEAR

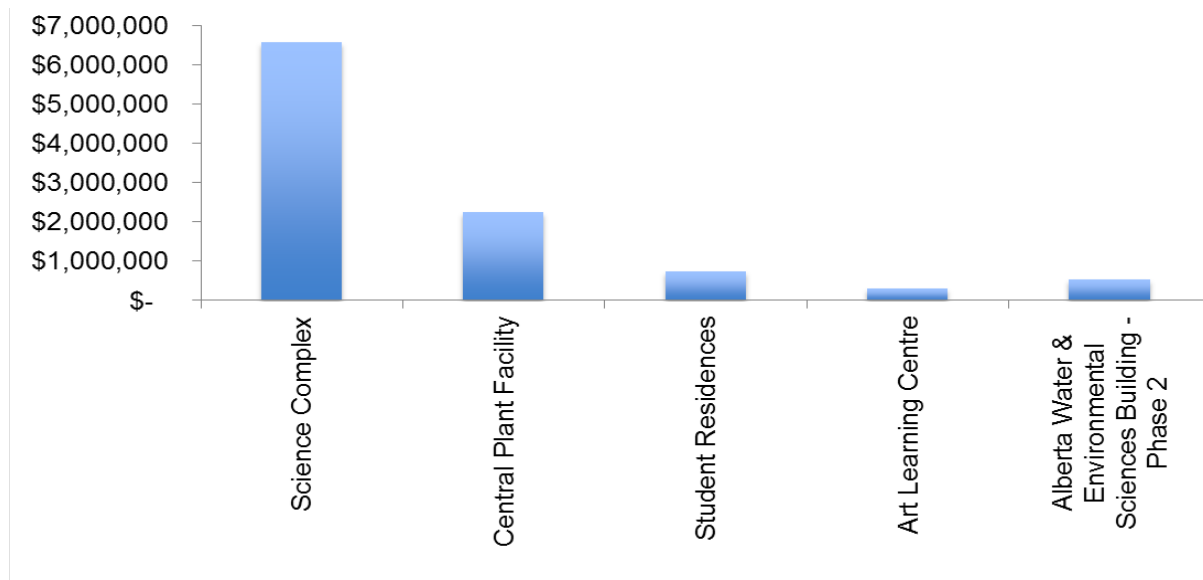


The University is grateful to Enterprise and Advanced Education and Alberta Infrastructure for providing funding support to help deal with these deficiencies. It continues to be a challenge to meet these deficiencies.

4.3 Lights-on Funding

The University's Capital Plan includes the creation or expansion of the following major capital projects over the next five years: Science Complex (Destination Project); Central Plant Facility; Student Residences; Art Learning Centre; and Alberta Water & Environmental Sciences Building – Phase 2. It is estimated that \$10 M in lights-on-funding will be required to maintain these facilities once they are completed.

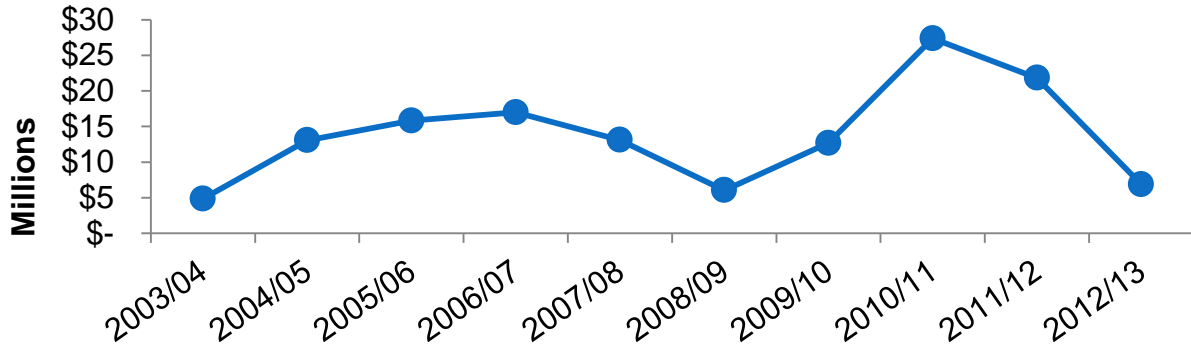
FIGURE 7: LIGHTS-ON FUNDING FOR MAJOR CAPITAL PROJECTS



4.4 Capital Reserves

University reserves are set up from time to time through one-time dollars to be used for special purposes. Over the years the reserve balances have increased and decreased in relation to the funding of various new building construction projects. The University cannot continue to rely on capital reserves to make up shortfalls in capital budgets. The following figure shows the last ten-year capital reserve balances for the University.

FIGURE 8: TEN-YEAR CAPITAL RESERVE BALANCES



4.5 Project Cost Escalations

Future cost escalations will likely continue to be an issue for the University and the Government. Shown in the table below is a forecast of what escalated construction costs may be over the next year, five years, and ten years, using a projected escalation of construction costs. Five years from now the total New, Expansion, and Preservation Projects budget is estimated to be \$38 to \$94 million more and in ten years \$73 to \$220 million more than the current estimated construction costs.

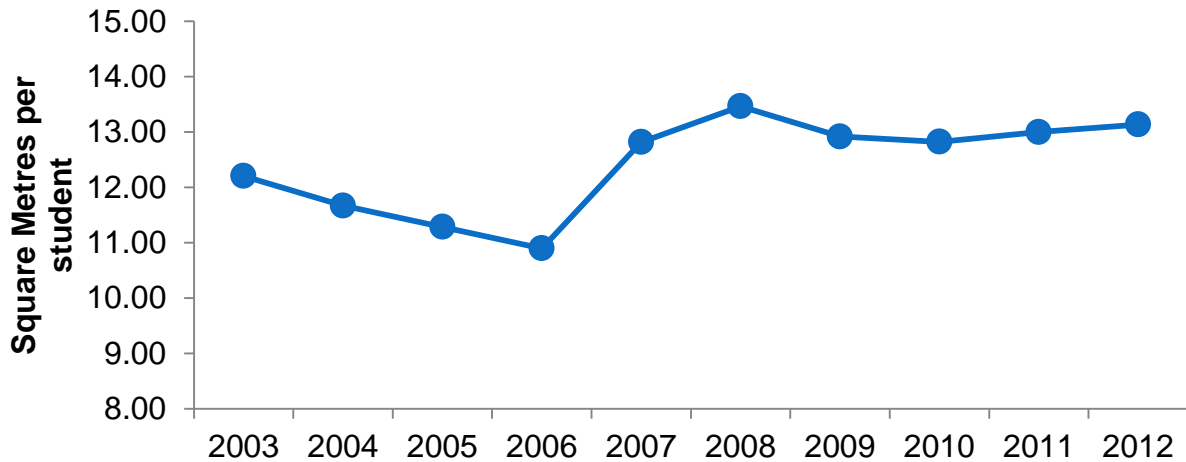
TABLE 3: FUTURE CONSTRUCTION COST ESCALATIONS

PROJECTS	Project Cost (Jan 2013)	Over 1 Year		Over 5 Years		Over 10 Years	
		2%	5%	2%	5%	2%	5%
New Projects							
Destination Project	\$ 270,000,000	\$ 275,400,000	\$ 283,500,000	\$ 298,101,817	\$ 344,596,022	\$ 329,128,493	\$ 439,801,549
First Nations Gathering Centre	8,118,600	8,280,972	8,524,530	8,963,590	10,361,619	9,896,528	13,224,344
Art Storage & Study Centre	13,000,000	13,260,000	13,650,000	14,353,050	16,591,660	15,846,927	21,175,630
Art Gallery	32,130,000	32,772,600	33,736,500	35,474,116	41,006,927	39,166,291	52,336,384
Expansion Projects							
Student Residences - upgrade University Hall	7,875,000	8,032,500	8,268,750	8,694,636	10,050,717	9,599,581	12,827,545
Student Residences - upgrade Piikani House	5,250,000	5,355,000	5,512,500	5,796,424			
Alberta Water & Environmental Sciences Building - Phase 2	25,704,000	26,218,080	26,989,200	28,379,293	32,805,541	31,333,033	41,869,107
Preservation Projects							
CCBN HVAC Project	1,500,000	1,530,000	1,575,000	1,656,121	1,914,422	1,828,492	2,443,342
Total Capital Cost	\$ 363,577,600	\$ 370,849,152	\$ 381,756,480	\$ 401,419,049	\$ 457,326,909	\$ 436,799,345	\$ 583,677,902
Increase in Cost		\$ 7,271,552	\$ 18,178,880	\$ 37,841,449	\$ 93,749,309	\$ 73,221,745	\$ 220,100,302

4.6 Space

Over the past 10 years the University has seen growth in both enrolments and new buildings on campus. These buildings have helped to ease some of the space pressures the University has been faced with. As shown in the graph below the net assignable space per student has remained relatively the same over the last 10 years.

FIGURE 9: NET ASSIGNABLE SPACE PER STUDENT



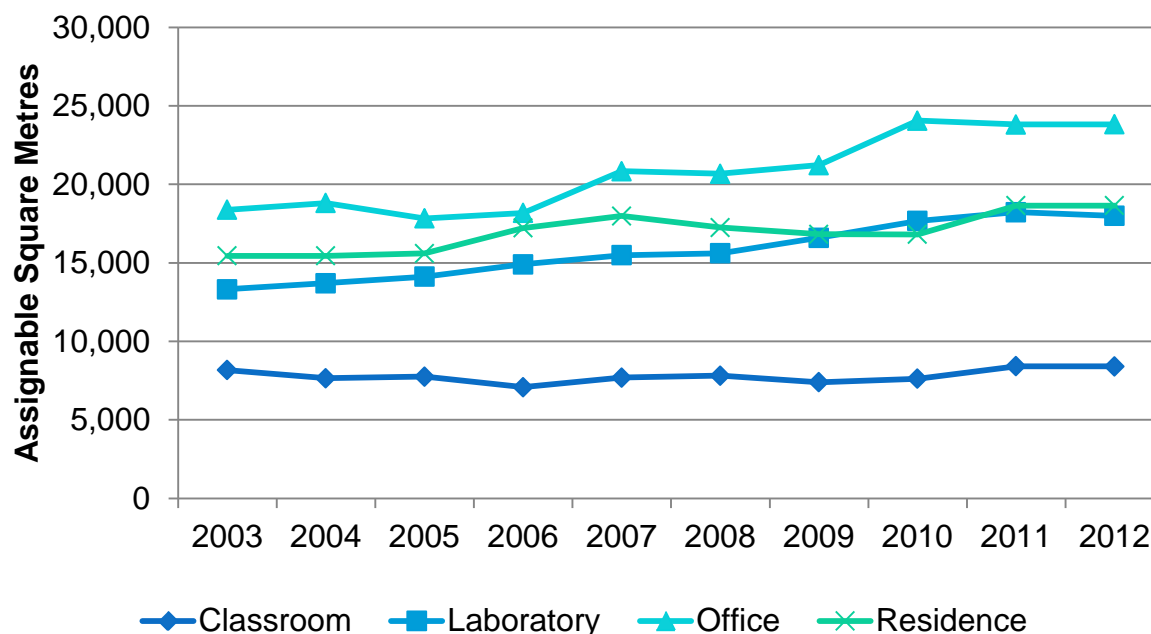
The majority of space additions over the past ten years were for Markin Hall, 1st Choice Savings Centre for Sport and Wellness, expansion to Turcotte Hall, Library Building and classrooms and offices. There continues to be a critical need for research and student teaching lab spaces. The addition of Markin Hall in 2010 and renovations to the vacated spaces in University Hall and Anderson Hall provided much needed additional space to accommodate our current enrolment and office needs, but it has not addressed the extreme need for offices, safe science labs, formal and informal learning spaces, and residence spaces.

The University has developed its capital plan to address the following four primary spaces:

- Classrooms;
- Laboratory;
- Offices; and,
- Residences.

Figure 10's graph shows the assignable space by use category over the past 10 years.

FIGURE 10: NET ASSIGNABLE SPACE BY CATEGORY



4.7 Information Technology

There is an increasing dependence on information technology by all University stakeholders as part of their teaching, research, learning, and administrative responsibilities. These technology solutions can streamline our operations and improve efficiency.

Moreover, a greater investment in technology can also position us to fundamentally reshape the ways the institution operates, and provide new capabilities. For example, we are exploring cost efficiencies related to cloud computing and shared services platforms that leverage scale to better support common needs across institutions in the province. We are in the process of implementing sophisticated business intelligence tools to provide new insight into operational and strategic decisions. The widespread use of mobile platforms like smartphones and tablets introduces potential new computing applications, and requires investment in our core infrastructure and in applications and services to drive these platforms.

IT needs are grouped into three areas:

- i. Infrastructure: Initiatives related to foundational Information Technology structures and services that must be deployed and managed to support all other IT services and functions.
- ii. Enterprise: Initiatives supporting core university business processes, including student recruitment, admission and registration, human resources, finance, and advancement.

- iii. Transformation: Initiatives where there are emerging requirements to support new university services and processes. This reflects the role of IT as a catalyst for transformational business process change.

The following identifies key capital IT projects requiring funding in critical areas that embrace the strategic initiatives of the University.

Category	Capital Projects	Estimated Budget Requirement
Infrastructure	Data Network Upgrade Network Redundancy, Manhole Redundancy Tier 3 Data Centre, Disaster Recovery Research Storage, Research HPC, Servers	\$8.1 M
Enterprise	Banner ERP review for process improvement and simplification Records Management	\$3.2 M
Transformation	Information and Technology Management Control Framework implementation Web Governance and Digital Strategy Framework	\$1.5 M
TOTAL		\$12.8 M

There is an increasing reliance on IT Services to support the processes and services offered across the University. The investment of \$12.8 million would position the U of L more strongly in the strategic areas of recruitment & retention, student engagement and access to quality post-secondary education programs.

4.8 Facility Performance Indicators

The University continues to perform well when comparing data from the Association of Higher Education Facilities Officers (APPA) survey. APPA provides the most comprehensive data available on facilities management costs and staffing information in North America. The graphs below show how the University's maintenance and operations compare to other institutions (2011-12 data).

FIGURE 11: EXPENDITURES ON GROUNDS (\$/ACRE)

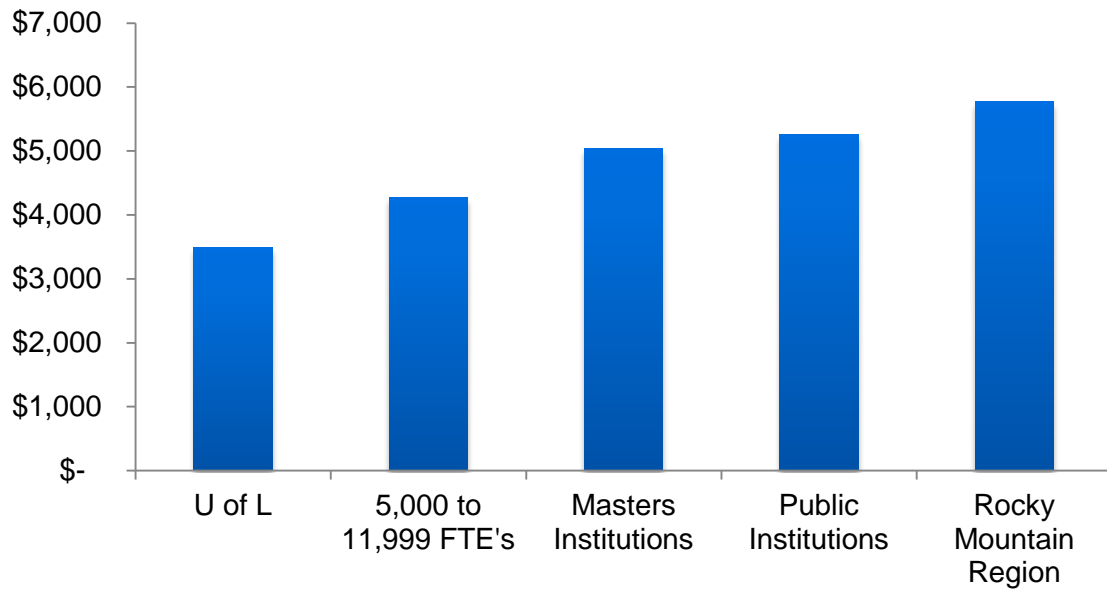


FIGURE 12: OPERATING COSTS PER STUDENT FTE

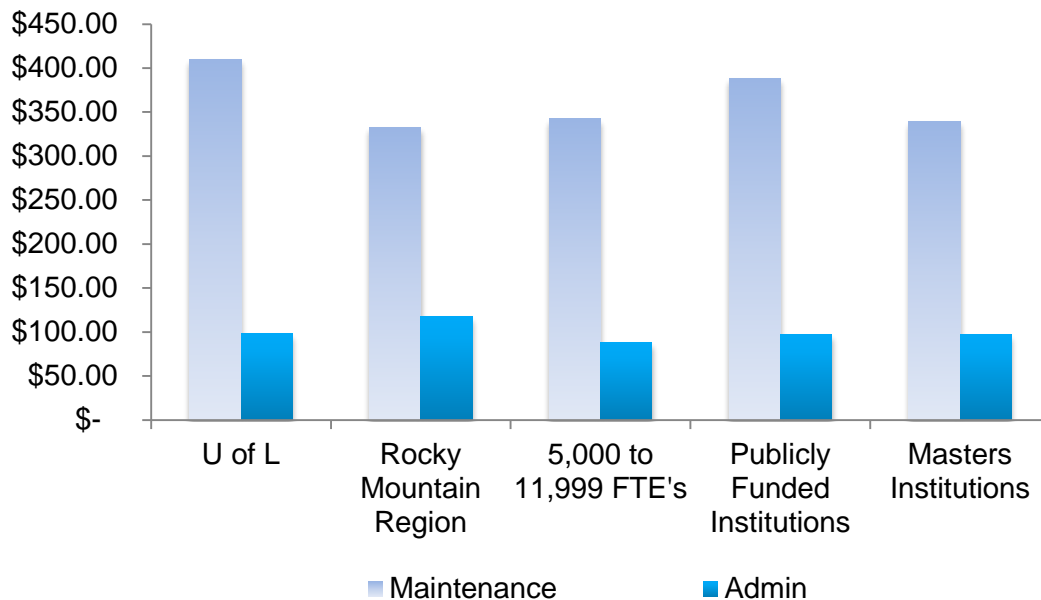


FIGURE 13: MAINTENANCE COSTS PER STUDENT

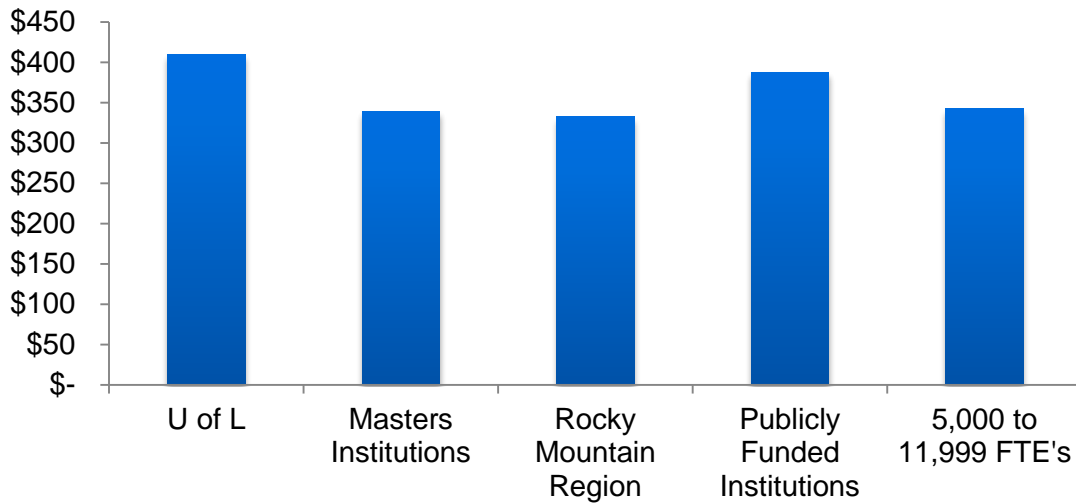


FIGURE 14: CUSTODIAL COSTS PER STUDENT

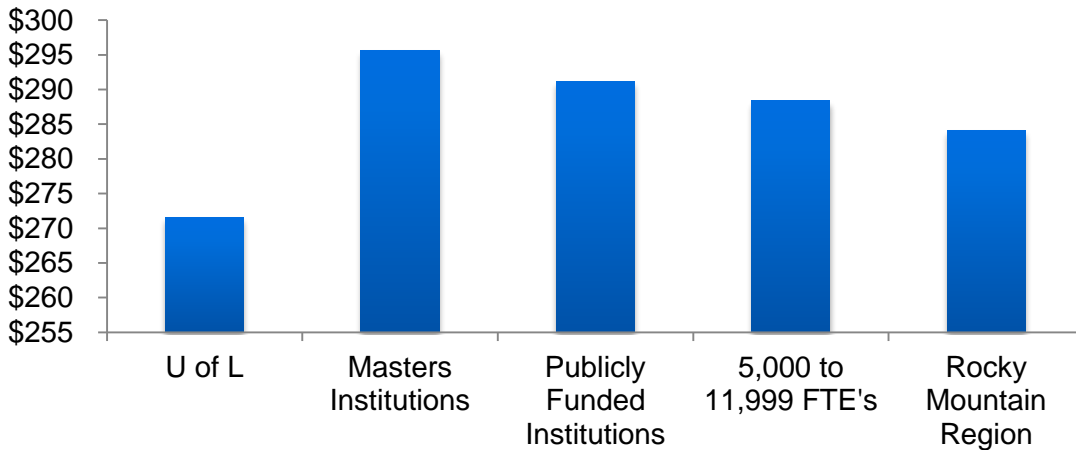
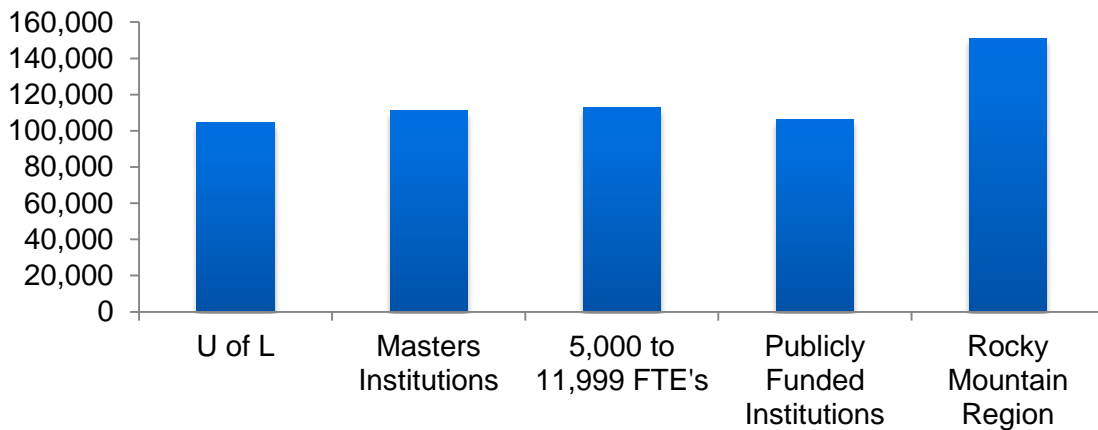


FIGURE 15: ENERGY CONSUMPTION (BTU'S/GSF)



4.9 External Influences and Challenges

As the University continually updates its Capital Plan the following influences and challenges continue to be important for the University to address:

- Reductions in Campus Alberta operating grants and Infrastructure Maintenance Program Grants will challenge to the University's ability to achieve its capital priorities and maintain its current infrastructure.
- The economic environment has influenced student enrolments and recruitment of qualified staff.

As the University continues to develop as a comprehensive academic and research institution, the number of graduate students has increased, with projections for further increases. Graduate students require increased space in relation to labs and classrooms, which also puts additional strain on the institution in accommodating these needs.

- Despite the slowing down of the economy, renovation costs are still significant, especially in renovations to the older facilities on campus. The University is experiencing the lack of trades in the marketplace, especially in Lethbridge and Southern Alberta.
- The Provincial Government's goals of accessibility, affordability and quality education and sustainability contained in *Campus Alberta* and *Access to the Future* along with the *Government of Alberta* and *Enterprise and Advanced Education business plans* will continue to influence the University's capital planning process.
- As a comprehensive institution, the University will continue to grow its research mandate and research capacity, as well as grow its graduate programs in areas of strength.

5 PRIORITY CAPITAL PROJECTS

When prioritizing capital projects, the University of Lethbridge follows the BLIMS category system (Alberta Infrastructure Building and Land Information Management System) by placing capital projects into "Preservation", "Expansion" or "New". The following chart shows the University's priority capital projects for the years 2013-2017.

TABLE 4: PRIORITY CAPITAL PROJECTS

		Estimated Project Cost (Jan 2013 dollars)
New Facility Projects		
1	Destination Project	
	- Science Facility	200,000,000
	- Central Plant Facility & Distribution Systems	35,000,000
	- University Hall renewal	35,000,000
		\$ 270,000,000
2	First Nations Gathering Centre	8,118,600
3	Art Learning Centre	
	- Art Storage & Study Centre	13,000,000
	- Art Gallery	32,130,000
		45,130,000
	Total New Facility Projects	\$ 323,248,600
Expansion Projects		
1	Student Residences - upgrade University Hall	7,875,000
2	Student Residences - upgrade Piikani House	5,250,000
3	Alberta Water & Environmental Sciences Building - Phase 2	25,704,000
	Total Expansion Projects	\$ 38,829,000
Preservation Projects		
	Canadian Centre for Behavioural Neuroscience - HVAC project	\$1,500,000
	Total Preservation Projects	\$ 1,500,000
	TOTAL PRIORITY CAPITAL PROJECTS	\$ 363,577,600
Projects in Progress		
1	Science Complex - Planning Phase	\$ 12,780,731
2	2013-14 Deferred Maintenance Projects	10,628,384
3	Student Residences - Aperture Park	32,000,000
4	Tunnel & South Plaza Replacement	2,400,000
	Total Projects in Progress	\$ 57,809,115

Note - Estimated Project Costs are in current dollars (Jan 2013) and will be adjusted depending on construction start dates.

Top Three Projects:

- (1) Destination Project
- (2) First Nations Gathering Centre
- (3) Art Storage & Study Centre

5.1 Destination Project

This is the highest capital priority of the University of Lethbridge in order to deliver up to date science programs and accommodate the University's strong commitment to research.

To continue to excel in research and to adapt to the comprehensive institution with more emphasis on graduate student education, the University requires new facilities that will provide more dedicated space for these programs and functions. These facilities would increase the capacity for training by providing space for principal investigators, new graduate and undergraduate students, and technical support personnel. Some research facilities that are in the planning stages include laboratory and research spaces for Biochemistry, Chemistry, Physics, Geography and Kinesiology. These facilities are currently housed in University Hall, and moving them to the Destination Project will allow existing space in University Hall to be repurposed for more appropriate uses. Proposed repurposed space in University Hall will include classroom space in order to address the University's growth projections and the needs of an evolving curriculum, office and dry lab space for Social Science/Humanities, academic and administrative department space and study and learner support spaces.

Cons of current science space in University Hall include:

- There are significant safety concerns with science labs that originate in the University Hall building-design.
- The facilities in University Hall are no longer suitable to attract the best and brightest faculty and students.
- The current facilities do not allow our students to experience the requirements of a modern lab and thus put our students at a disadvantage when they progress to graduate studies, other institutions and the external work environment.

Pros of a new Science Complex include:

- Laboratories for teaching and research can be built that meet the most modern standards of safety and design.
- Build a facility where the management of supplies, including hazardous materials, is centralized and integrated into the building architecture.
- Build a facility with centralized instrumentation laboratories allowing for full sharing of "six- and seven-figure" instruments by many researchers and students.
- Re-unite scattered natural sciences Departments, which are currently in various buildings all over campus.
- Return Levels 1-4 of University Hall to its original intended use: student residences.

This total comprehensive Destination Project will require a second Central Plant Facility. A new Central Plant Facility will permit the development of the Destination Project and other future facilities and will accommodate their infrastructure needs.

The University is currently in the planning phase of the project, utilizing the \$12.7 million planning grant from EAE.

ESTIMATED PROJECT COST	
Destination Project	
- Science Facility	200,000,000
- Central Plant Facility & Distribution Systems	35,000,000
- University Hall renewal	35,000,000
	<u>\$ 270,000,000</u>
PROPOSED FUNDING SOURCE	
Provincial Government	<u>\$ 270,000,000</u>

5.2 First Nations Gathering Centre

One of the Strategic Priorities identified in the University's 2009-13 Strategic Plan is to enhance the experience of First Nations, Métis and Inuit (FNMI) students. One specific action to accomplish this goal is to develop a FNMI social and cultural gathering space. This space will provide students with a space that is welcoming and will support their academic and social needs. The University is committed to increasing the attraction and retention of FNMI students.

ESTIMATED PROJECT COST	<u>\$8,118,600</u>
Proposed Funding Sources	
Provincial Government	\$4,059,300
Federal Government	<u>\$4,059,300</u>
	<u>\$8,118,600</u>

5.3 Art Learning Centre

The University art collection is recognized as one of the finest in Canada, with over 14,000 works of art. In building the collection, the University committed to making the collection accessible for teaching and research. A larger, more accessible exhibition space, including space for conservation and exhibition preparation, will make the collection available to a wider public through exhibitions and public programs, and will provide the University's Museum Studies students with experience necessary for careers in the cultural sector. The expansion of the gallery will also allow more access to students, from the University and from other institutions, in this field of study and research.

ESTIMATED PROJECT COST	
Art Storage & Study Centre	\$13,000,000
Art Gallery	<u>\$32,130,000</u>
	<u>\$45,130,000</u>
Proposed Funding Sources	
Provincial Government	\$16,130,000
Research Granting Agencies	\$10,000,000
Fundraising	<u>\$19,000,000</u>
	<u>\$45,130,000</u>

5.4 Student Residences

The University only has available student residence beds for approximately 10% of its current Lethbridge campus student population. It is a well-known fact that students who live in on-campus residences perform better academically, integrate better into campus life programs and generally have a more positive post-secondary learning experience. The University had set a goal many years ago that it would provide up to 20% of its on-campus student population with residence accommodations.

The University is proposing renovations to University Hall and to the Piikani Apartment Building that will allow for more student residences to be built in accordance with the University Strategic Plan. The cost of renovations to put more beds in the existing buildings is far less expensive than to build new construction as there will not be any building envelope costs associated with the project.

	<u>University Hall</u>	<u>Piikani House</u>
ESTIMATED PROJECT COST	<u>\$ 7,875,000</u>	<u>\$5,250,000</u>
Proposed Funding Sources		
Financing Supported by	<u>\$7,875,000</u>	<u>\$5,250,000</u>
Housing Rents		

5.5 Alberta Water and Environmental Science Building (AWESB) – Phase 2

Phase I of the AWESB was officially opened on November 13, 2008. Phase I initially accommodates more than 20 researchers and up to 150 supporting technicians, graduate students and doctoral candidates from the Departments of Biological Science, Geography and Physics and Astronomy. The building also contains numerous individual and shared laboratory spaces, and an aquatic research facility. This facility is situated in Exploration Place, near the Canadian Centre for Behavioral Neuroscience.

Phase 1 of the AWESB facilitates the base program for water-based research. Phase 2 (3200 gsm) is for future growth of the base program and to accommodate externally funded programs.

ESTIMATED PROJECT COST	<u>\$25,704,000</u>
Proposed Funding Sources	
Federal Government	\$12,852,000
Research Granting Agencies	<u>\$12,852,000</u>
	<u>\$25,704,000</u>

5.6 Learning Commons and Collegia Program

North American academic libraries have changed from places focused on print collections to places focused on people. The concept of a Learning Commons came from seminal research done by an anthropologist and a librarian in 2004. Since that time best practices for creating a Learning Commons have been established.

A Learning Commons is a combination of philosophy, principles, partnerships, design elements and services. The design principles behind a Learning Commons are: learning rather than instruction; engagement and interaction; service; technology integration; experimentation and innovation, and user involvement. The Commons are based on a philosophy of “one stop shopping” creating partnerships with other student service partners and positioning the services within the library. Students want a “universal service point”, a “physical Google.”

Partners with the library include combinations of: IT, tutors, faculties, student services, food services and security. Common, across the “commons” are group work rooms for collaboration; a variety of study spaces; a wide range of seating styles; different levels of lighting; smart rooms; multimedia development spaces; lending of laptops, e-readers and digital equipment, and areas that are open 24/7.

The first Canadian Learning Commons developed at the University of Guelph. The U of G website states, “The Learning Commons is based on a partnership model designed to support and enhance undergraduate and graduate student learning, writing, research, numeracy, and technology at the University of Guelph...in recognition of the Library as the

central gathering place for students to study, engage in writing and research, and learn in collaborative settings.”

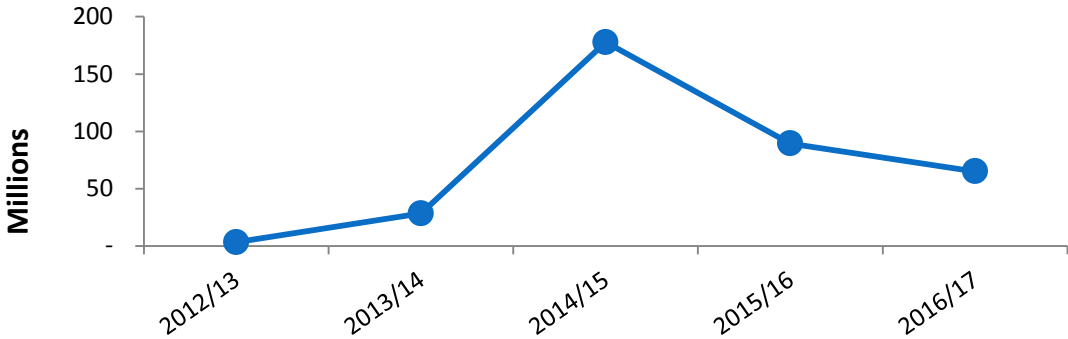
The University of Lethbridge is exploring ways to enhance learning services through the implementation of a dispersed inter-disciplinary learning commons model on campus to build on existing library and existing 24-hour resources facility. A learning commons is a priority strategy to provide a centre of learning as a welcoming, service-oriented, tech-rich environment that is open for extended hours on a regular basis for learners to access resources and services that support their learning needs.

Collegia Program: The University of Lethbridge is primarily a commuter campus with only 10% of the full-time student population living in Campus Housing at the Lethbridge home campus. There is a need for a central space to be designed to encourage personal and professional networking and facilitate an initial transition to University with learners meeting others in their cohort and an enriching environment where student assistants are welcoming, resourceful, and contribute to a sense of belonging. Acknowledging the importance of community in student retention and success, collegia establish intentional learning communities on campus and emphasize providing a home away from home during the day for the commuter learner. As with other university collegia models, each collegium will be designed for cohorts within particular years of study.

6 CAPITAL BUDGET AND FORECAST

Over the next 5 years the University proposes to significantly expand its facilities. This campus expansion consists primarily of the proposed Destination Project, supported by a new Central Plant Facility. Figure 17 shows the capital forecast over this time. See Appendix A for more details.

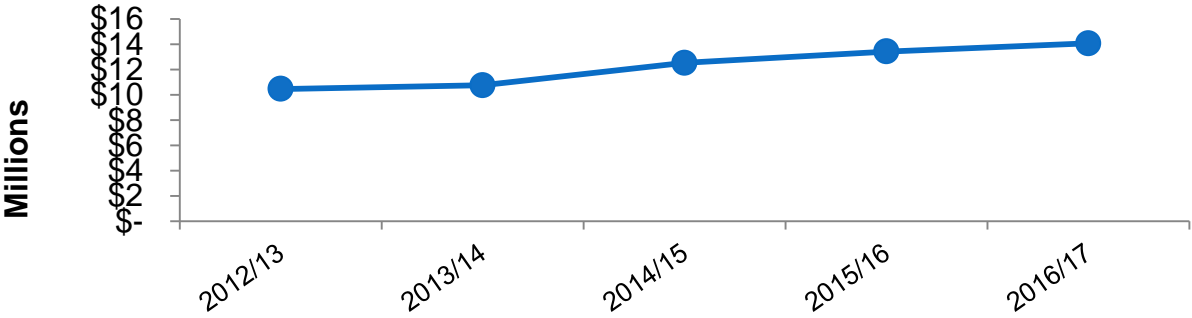
FIGURE 16: FIVE-YEAR CAPITAL FORECAST



As the University continues to expand its capital infrastructure, deferred maintenance remains a concern. **The University is grateful to Alberta Infrastructure and Transportation for the one-time deferred maintenance grants received in 2007-08 of \$25.915 million, which has significantly contributed to reducing the deferred maintenance at the University.**

With the new capital infrastructure planned over the next four years, the annual deferred maintenance costs are expected to be approximately \$10 million over the annual current funded levels. See Appendix A for details.

FIGURE 17: DEFERRED MAINTENANCE FORECAST



On a regular basis the University reviews and updates its capital priorities to best correspond to the Government’s strategic goals. This is done through the regular BLIMS submission, this Capital Plan and other important documents. Informing and working with the Government on emerging trends and needs will continue to be a priority for the University of Lethbridge.

Appendix A – 5 Year Capital Forecast
(January 2013 dollars) (\$'000)

	Estimated Project Cost	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	Total	Start Date	Completion Date
New Facility Projects										
Destination Project	270,000	1,400	18,900	157,000	50,600	35,100	7,000	270,000	April 2012	Aug 15-2017
First Nations Gathering Centre	8,119		500	3,700	2,532	387	1,000	8,119	Sept 2013	Aug 15-2017
Art Learning Centre	45,130				22,565	16,565	6,000	45,130	Sept 2015	Aug 15-2017
	323,249	1,400	19,400	160,700	75,697	52,052	14,000	323,249		
Expansion Projects										
Student Residences - upgrade University Hall	7,875	-	-	1,000	6,875	-	-	7,875	May 2014	Aug 15-2014
Student Residences - upgrade Piikani House	5,250	-	-	750	4,500	-	-	5,250	May 2014	Aug 15-2014
Alberta Water & Environmental Sciences Building - Phase 2	25,704	-	-	1,000	12,000	7,704	5,000	25,704	May 2014	Aug 15-2017
	38,829	-	-	2,750	23,375	7,704	5,000	38,829		
Preservation Projects										
Canadian Centre for Behavioural Neuroscience - HVAC project	1,500	-	-	1,500	-	-	-	1,500	April 1-2014	Aug 15-2014
	1,500	-	-	1,500	-	-	-	1,500		
TOTAL CAPITAL PROJECTS	363,578	1,400	19,400	164,950	99,072	59,756	19,000	363,578		
PROPOSED CAPITAL PROJECTS FUNDING										
Provincial Capital Funding Request		1,400	19,150	160,350	59,931	41,214	9,644	291,689		
Other Funding Sources		-	250	4,600	39,141	18,542	9,356	71,889		
		1,400	19,400	164,950	99,072	59,756	19,000	363,578		
DEFERRED MAINTENANCE										
Buildings Capital Asset Replacement Value (\$'000)	1,043,871	1,045,271	1,064,671	1,229,621	1,328,693	1,388,449	1,407,449			
Annual Deferred Maintenance Requirement (1% of building capital asset value)		10,453	10,647	12,296	13,287	13,884	14,074	74,642		
ANNUAL PROVINCIAL CAPITAL REQUIREMENT REQUEST										
New Capital Funding Request		1,400	19,150	160,350	59,931	41,214	9,644	291,689		
Annual Deferred Maintenance Request		10,453	10,647	12,296	13,287	13,884	14,074	74,642		
TOTAL		11,853	29,797	172,646	73,218	55,098	23,719	366,330		

Appendix B – Capital Maintenance Budget 2013-14

Source of Funds		
	Infrastructure Maintenance Program (IMP) Grant	\$ 2,133,000
	Advanced Education & Technology	5,275,000
	University Reserves - Housing	220,000
	Total Funding	\$ 7,628,000
Proposed Capital Expenditures		
	Aperture Park	220,000
	Campus Wide (Interior)	200,000
	Central Plant	60,000
	Canadian Centre for Behavioural Neuroscience	1,500,000
	Penny Building	300,000
	Parkway Service Complex	25,000
	Site Systems	2,045,000
	University Centre for the Arts	50,000
	University Hall	1,925,000
	University Library	1,303,000
	Total Proposed Capital Expenditures	\$ 7,628,000

Appendix C – Capital Budget (\$000)

		2012-13 Approved Budget	2013-14 Proposed Budget	2014-15 Proposed Budget	2015-16 Proposed Budget
SOURCES OF FUNDS					
	Major Capital Projects:				
	Provincial Government	1,400	19,150	160,350	59,931
	Fund Raising/External Sources	-	-	-	9,250
	Federal Government	-	250	2,350	7,266
	Research Agencies	-	-	500	10,710
	University Contributions	16,000	11,000	1,750	11,915
		17,400	30,400	164,950	99,072
	Infrastructure Maintenance Program (IMP) Grant	3,600	1,782	1,782	1,782
	Indirect Research Costs Grant	100	100	100	100
	University contributions	3,767	3,422	2,774	2,749
	University Capital Reserves	220	1,950	335	400
TOTAL FUNDING		\$ 25,087	\$ 37,654	\$ 169,941	\$ 104,103
CAPITAL EXPENDITURES					
	Major Capital Projects:				
	* Destination Project	-	-	152,000	45,600
	* CCBN HVAC Project	-	-	1,500	-
	* Student Residences	-	-	1,750	11,375
	* Alberta Water & Environmental Sciences Bldg - Phase 2	-	-	1,000	12,000
	* First Nations Gathering Centre	-	500	3,700	2,532
	* Art Learning Centre	-	-	-	22,565
	Destination Project - Planning Phase	1,400	18,900	5,000	5,000
	Student Residences - Aperture Park	16,000	11,000	-	-
		17,400	30,400	164,950	99,072
	Capital Maintenance & Facility Upgrade (includes deferred maintenance)	3,820	1,782	1,782	1,782
	Equipment				
	Arts and Science	400	115	115	115
	Education	100	35	35	35
	Management	70	-	-	-
	Fine Arts	200	-	-	-
	Health Sciences	25	-	-	-
	Administrative Support Units	160	-	-	-
	Sports and Recreation/Athletics	150	10	10	10
	Motor Vehicles	35	-	-	-
	Information Technology	520	299	299	299
	Library	20	2,359	2,359	2,359
	Facilities	100	6	6	6
		1,780	2,824	2,824	2,824
	Ancillaries				
	Parking	1,000	1,950	335	400
	Bookstore	135	95	-	-
	Printing	139	103	20	25
	Housing	684	-	-	-
	Catering and Food Services	114	500	-	-
	Conference Services	-	-	10	-
	Ancillary Services Director	15	-	20	-
		2,087	2,648	385	425
TOTAL CAPITAL EXPENDITURES		\$ 25,087	\$ 37,654	\$ 169,941	\$ 104,103

*Note – The Board of Governors has not formally approved these major capital projects. They have been submitted to Alberta Enterprise and Advanced Education as the University's capital priorities.

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