

University of
Lethbridge



University of Lethbridge 2006 – 2016 Capital Plan

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1.0 Executive Summary



This ten-year Capital Plan 2006 – 2016 identifies the approved capital priorities of the University of Lethbridge that have been developed as a result of striving to maintain facilities and growing infrastructure needs. This ever-changing environment is the result of the demands from the growth in enrolments and the need for high quality facilities and resources. The University of Lethbridge's vision is to strive to build the most vital and engaging learning environment in Canada, through superior teaching, research and creative achievement. The ten-year Capital Plan is designed to support the strategic and tactical needs of the institution, as described in the *University of Lethbridge: Strategic Plan, 2003 – 2008*.

1.1 University of Lethbridge: Key Strategic Priorities and Initiatives

The Core Campus Expansion Plan of November 2001 has been guided by the University's strategic goals and mission and is based on an evaluation of a series of issues including space needs, phasing of projects, funding, building and landscape design, traffic and parking, utilities, facilities operations and maintenance. The need for the plan is a reflection of sustainable growth and the on-going pressures for additional space within the core campus. The plan will facilitate teaching, research and functions that support the University's programs and its role as a key provider of services to the Lethbridge community.

One of the key strategic documents of the University of Lethbridge is the *Strategic Plan, 2003-2008, approved by the Board of Governors, February 13, 2003*.

The University of Lethbridge operates under the guidance of the Board of Governors, and is subject to the provisions of the Post Secondary Learning Act. The General Faculties Council and the councils of the Faculties and Schools determine the University's academic programs and priorities. The University relies on a framework of policy and strategy, constructed through collegial processes, to set priorities and conduct operations promptly and responsively. The fundamental principles of The University of Lethbridge reflect its commitment to students; to society; to creativity, inquiry, and discovery; and to responsible action.

With this Strategic Plan as the framework, The University of Lethbridge commits to continuing action in the areas in which we presently excel, as outlined in our Mission statement, and in those key areas where enhancement is required. The following Strategic Priorities represent these key areas, in which the University will apply special efforts so that the institution can more successfully align itself with its Mission, Vision, and Fundamental Principles listed below.

- Students
- Diversity
- Teaching and Research
- Facilities
- Outreach

The Board of Governors, Faculties, Schools, students, administrative and support staff, and our alumni are asked to identify their role in addressing our Strategic Priorities. The units identify specific actions, targets, and dates for completing these targets. They then are asked to report back to the Strategic Planning Group annually on their progress in accomplishing these targets.

1.2 Key Capital Priorities

1.2.1 Recently completed Capital Projects

Over the past few years a few notable capital projects have been completed and are operational:

Table 1: Notable Capital Projects in the last 5 years

Project	Completed
Anderson Hall	January 2000
Canadian Centre for Behavioural Neuroscience (CCBN)	August 2001
University Library	August 2001
University Hall Vacated Library Space Renovations	August 2002
Residence Village (including Paterson Centre)	September 2003
University Hall Level 8 Psychology Lab Renovation	March 2005

Recently the Province of Alberta created the Building and Land Information Management System (BLIMS) for post-secondary institutions to track capital expenditures. This program is used by the government to develop long-term planning and information systems to support capital funding decisions. The province has identified four individual areas for potential one-time funding of projects, or potentially for envelope funding. These categories are:

Category 1: Preservation/Renewal of Existing Facilities

These projects involve maintaining or extending the operational life of an existing infrastructure asset – to preserve the physical structure, to address functional obsolescence or enhancements to continue meeting client needs, and/or to fit an existing facility for a new use.

Category 2: Expansion and/or Replacement

This category includes projects to increase the size of an existing infrastructure asset – to meet increasing demand for an existing program, to address functional obsolescence or enhancements to continue meeting client needs, or to provide space for a new use.

Category 3: New Facilities

This describes projects to develop a new infrastructure asset, including replacement facilities.

Category 4: Capital Planning for Major Projects

This category is intended to identify major planning/programming/preliminary design activities required to develop a proposed project's vision, scope, business case and budget towards its prioritization and implementation.

1.2.2 Capital Priorities

The University of Lethbridge is annually involved in planning exercises for preservation, expansion and growth of its facilities. As shown below the University has taken steps to categorize its projects as outlined in the Province of Alberta BLIMS system.

Table 2: 2006-2010 PRIORITY CAPITAL PROJECTS

	Estimated Project Cost	
Category I: Preservation/Renewal Projects		
1	Physical Education Building Upgrades*	\$ 12,700,000
2	Service Building Replacement & South Campus Site Services	\$ 8,200,000
3	University Hall Life Safety Systems & Upgrades	\$ 12,586,000
4	Utility Systems Infrastructure upgrades	\$ 4,065,800
5	University Hall - Exterior Structure & Building Envelop	\$ 4,402,800
6	University Hall Renovations - vacated Faculty of Management	\$ 2,500,000
7	Anderson Hall Renovations - vacated Health Sciences	\$ 800,000
8	Donated Downtown Building Renovations	\$ 1,500,000
	TOTAL	\$ 46,754,600
Category II: Expansion/Relacement Projects		
1	Turcotte Hall West Addition	\$ 11,000,000
2	CCBN Expansion	\$ 3,225,664
3	Alberta Water & Environmental Science Building - Phase 2	\$ 5,000,000
4	Alberta Water & Environmental Science Building - Phase 3	\$ 5,000,000
	TOTAL	\$ 24,225,664
Category III & IV: New Facilities & Major Projects		
1	Alberta Water & Environmental Science Building - Phase 1	\$ 21,600,000
2	Management & Health Sciences Building	\$ 33,000,000
3	Regional Health & Wellness Centre **	\$ 21,000,000
4	Sports Stadium	\$ 7,500,000
5	Research Facility ***	\$ 35,000,000
6	Art Gallery	\$ 25,000,000
7	Office/Classroom Complex	\$ 35,000,000
8	Student Residences	\$ 6,000,000
	TOTAL	\$ 184,100,000
	TOTAL	\$ 255,080,264

* Physical Education Building Upgrade Renewal/Preservation is a major part of the RH&WC.

** RH&WC currently under construction – completion date January 2007.

*** Research Facility in the planning stages includes a remote sensing institute and an agricultural biotechnology laboratory.

NOTE – Estimated Project Costs are in current dollars (as of May 2006) and will be adjusted depending on construction start dates.

In following the government category groupings, the University of Lethbridge has categorized all its capital projects in the BLIMS program.

The Regional Health and Wellness Center is currently under construction and will be completed August 2006, with the renovations to the existing Physical Education building being completed January 2007. The University's next capital priorities are ranked above with the Alberta Water and Environmental Science Building as the highest research facility project and the Management and Health Sciences Building being the highest academic space project.

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 the current escalation of construction costs. Throughout this report, all project budgets are using current estimated construction costs, but this table provides a look at what construction costs may be in the future. Five years from now the total University capital costs on major projects is estimated to cost \$135 - \$225 million more and ten years from now \$350 - \$675 million more than the current estimated construction costs.

Table 3: FUTURE CONSTRUCTION COST ESCALATIONS

Section II: Expansion/Replacement/New Projects	Total Project Cost as of June 1/06	Over 1 Year		Over 5 Years		Over 10 Years	
		10%	15%	10%	15%	10%	15%
		1 Alberta Water & Environmental Science Building	31,600	34,760	36,340	50,892	63,559
2 Management & Health Sciences Building	33,000	36,300	37,950	53,147	66,375	85,594	133,503
3 Turcotte Hall - West Addition	11,000	12,100	12,650	17,716	22,125	28,531	44,501
4 Regional Health & Wellness Centre (RH&WC)	33,700	37,070	38,755	54,274	67,783	87,409	136,335
5 CCBN Expansion	3,300	3,630	3,795	5,315	6,637	8,559	13,350
6 Sports Stadium Project	7,500	8,250	8,625	12,079	15,085	19,453	30,342
7 Research Facility	35,000	38,500	40,250	56,368	70,398	90,781	141,595
8 Art Gallery	25,000	27,500	28,750	40,263	50,284	64,844	101,139
9 Office/Classroom Complex	35,000	38,500	40,250	56,368	70,398	90,781	141,595
10 Student Residences	6,000	6,600	6,900	9,663	12,068	15,562	24,273
Total Capital Cost	\$221,100	\$243,210	\$254,265	\$356,084	\$444,711	\$573,476	\$894,473
Change in Cost	-	\$22,110	\$33,165	\$134,984	\$223,611	\$352,376	\$673,373

2.0 Introduction

The University of Lethbridge continues to build on its reputation as an exceptional teaching and research university.

With a focus on liberal education, small class sizes, co-op placements, excellence in teaching, and student involvement in research, The University of Lethbridge provides top-quality education. Our faculty and students are recognized nationally and internationally through their achievements and as recipients of awards, scholarships, and professional appointments.

2.1 Key Opportunities

The University of Lethbridge identifies four key opportunities in the coming years:

- Moderate enrolment growth.
- Leadership in research.
- Leadership in technology.
- Leadership in First Nation's participation.

2.2 Important Challenges

Ten important challenges are also identified:

- Enrolment Growth.
- Unfunded Students.
- Attraction and Retention of Faculty members.
- Indirect costs of research.
- Staying at the forefront of applicable technology.
- Need for research, office and general campus space.
- Costs of facilities maintenance.
- Fundraising initiatives.
- Demands of Northern Campuses.
- Recruitment and retention students.

2.3 Goals

To help effectively address opportunities and challenges, The University of Lethbridge has set a series of goals, with associated actions and expected results. The institutional goals are:

- Accessibility.
- Academic excellence.
- Research excellence.
- Strengthen community and public relations.
- Improve student services.
- Facilities and equipment renewal.
- Operate responsively and responsibly.

2.4 Performance Measures

The U of L uses eight performance measures to assess its progress related to the goals:

- Enrolment.
- Graduate satisfaction.
- Graduate participation and employment rates.
- Administration expenditures.
- Citation index.
- Research intensity.
- Research impact.
- Research council grants.

Annual reports track yearly progress on these performance measures.



3.0 Key Capital Priorities

The vision of the University of Lethbridge is to build the most vital and engaging learning environment in Canada.

The University of Lethbridge is dedicated to cost containment, fiscal responsibility, and continuous quality improvement.

3.1 Priority Capital Projects

The University of Lethbridge annually reviews its list of capital priorities to select projects to be included in the capital budget each year depending on the funding available.

When prioritizing capital projects, the University of Lethbridge places them into two categories. Section 1 is the renewal/preservation projects and section 2 is the expansion/replacement/new projects.

The University of Lethbridge has prepared a Ten Year Capital Forecast regarding the two sections described above. See Appendix A.

Figure 1: Ten Year Capital Forecast

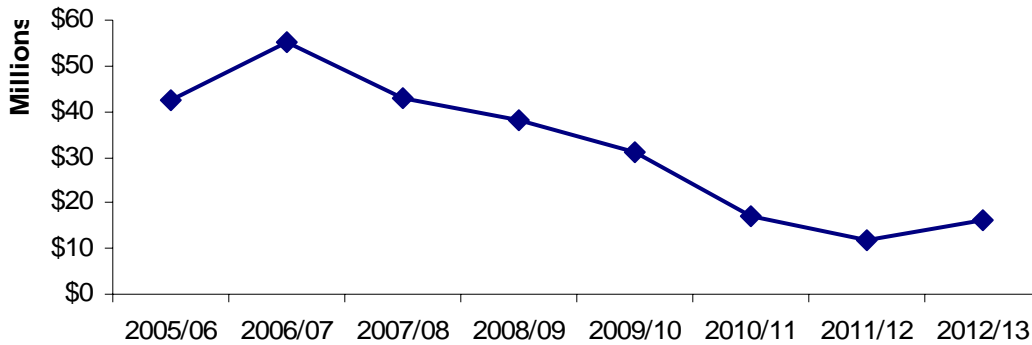
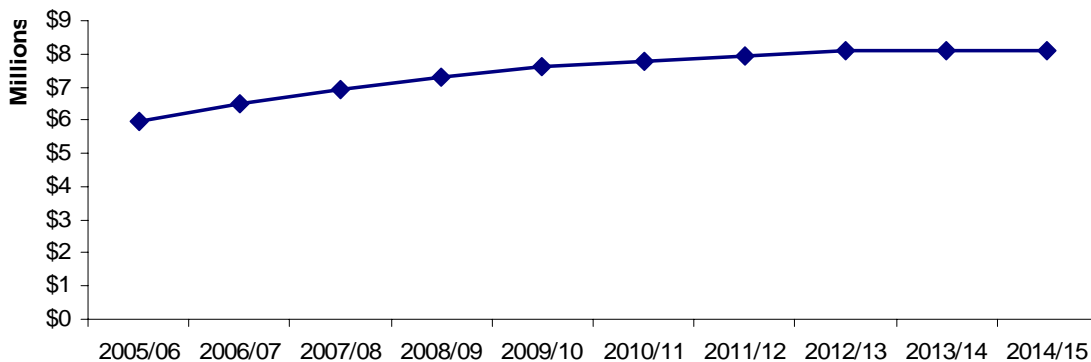


Figure 1 indicates that over the next three years the University proposes to significantly expand our facilities in order to meet our growing space needs. This growth/expansion is primarily a result of the Regional Health & Wellness Centre, the Alberta Water & Environmental Science and the Management & Health Sciences building projects.

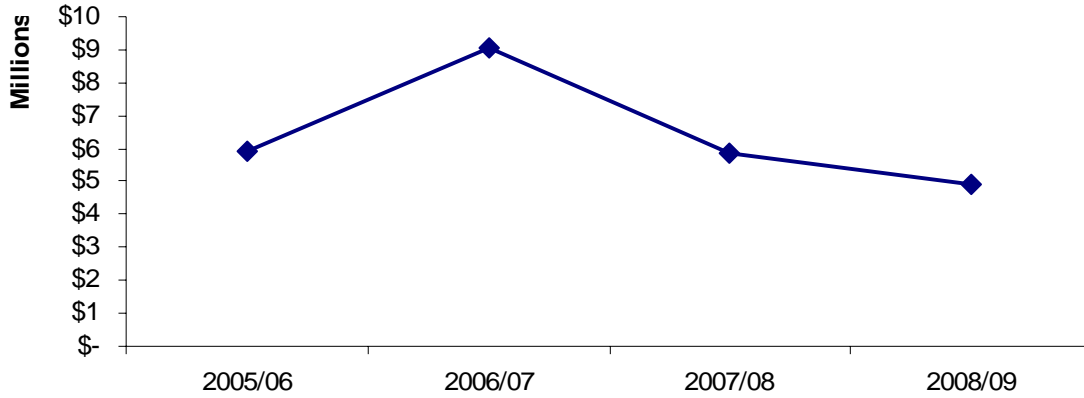
Figure 2: Ten Year Forecast of Deferred Maintenance



As shown in Figure 2, as the University continues to grow and expand while maintaining the quality of the existing buildings, it is expected that the deferred maintenance will continue to increase if no new infrastructure funds are received.

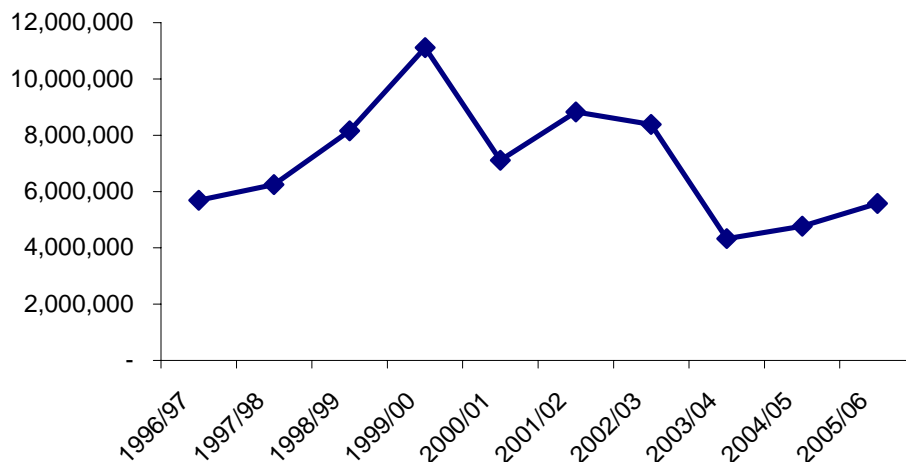
Figure 3 is the Capital Project Budget, excluding major building projects, over the last couple of years. The budget continues to increase as a result of a growing university. For a detailed look at the 2005/06 Capital Projects Budget see Appendix B and C.

Figure 3: Four Year Capital Projects Budget (excluding major building projects)



Shown in Figure 4 is the 10 year Capital Reserve Balances. Over the years the capital reserve balances have increased and decreased in relation to the funding of the various new building construction projects. In 1998/1999 and 1999/2000, \$3 million was reserved for the Library building. University reserves are set up from time to time through one-time dollars to be used for specific purposes. For a detailed look at the capital reserve balances see Appendix D.

Figure 4: Ten Year Capital Reserve Balances



In renewal and upgrading, deferred maintenance and the upgrading of services required by new buildings will be the top challenges. The Turcotte Hall expansion is a very high priority project in order to accommodate the faculty required to service our growth in enrolment. This project is scheduled to be completed in summer 2007, which will add 50 academic office spaces and two new classrooms. This project will help the University address the current space demands.

3.2 Deferred Maintenance

The Deferred Maintenance Study, produced by the Canadian Association of University Business Officers (CAUBO) in 2000, warned that postsecondary institutions in Canada have a serious problem with the poor conditions of their facilities.

From December 2000 to July 2002 the ministries of Infrastructure and Learning completed a Post-Secondary Facility Evaluation Project with 22 Alberta public post-secondary institutions in which the University of Lethbridge participated. An evaluation team, consisting of architectural, mechanical, electrical and cost consultants, reviewed existing documents, and visited each facility to review all subsystems with a designated institutional representative familiar with the facility's problems areas. All infrastructure over 80m² was evaluated for area, age, cost of recommended actions, and replacement costs, including buildings supported by Infrastructure Renewal (IRE) grants, parkades, residences, site, and farm sites.

The identified costs of recommended actions were limited to those priority deferred maintenance items that would require remedial action within the next 5 years in order to maintain facilities and sites as close to their original condition as possible. Costs associated with functional upgrading of facilities were not included.

The Facilities Condition Index (FCI) for the 22 surveyed post secondary institutions is now estimated at 29%. Facilities Condition Index (FCI) is defined as the ratio of deferred maintenance cost divided by current replacement value. A growth in the FCI means that buildings are deteriorating faster than the funding to maintain them. Ideally, funding for facilities maintenance should be 1.7% of the building replacement costs, which for the University of Lethbridge is about \$5 million per year. For the last two years, actual funding for facilities maintenance has been approximately \$1.4 million per year, which is 0.5% of building replacement costs.

Table 4: Deferred Maintenance of all buildings
(Data taken between December 2000 and July 2002)

Institution	Total Deferred Maintenance	Replacement Cost	Facility Condition Index
University of Alberta	\$ 433,523,058	\$ 1,382,493,985	27.2%
University of Calgary	\$ 173,775,378	\$ 907,577,230	17.5%
University of Lethbridge	\$ 64,851,890	\$ 253,374,037	22.6%

Shown above are the findings for the three Alberta residential universities. A more detailed chart of results for all supported infrastructure is included in Appendix E.

Of the 22 public post-secondary institutions evaluated (up to July 2002), \$975 million was recommended for expenditure within the next 5 years to address the deferred maintenance on all the buildings. With a total building replacement cost of \$4.7 billion, which excludes the central power plants of 9 institutions, the overall system Facility Condition Index (FCI) was 18.5%. Including the replacement cost of the central power plants, it is expected that the total replacement cost of all supported buildings is \$5.4 billion.

The U of L is working closely with Alberta Infrastructure and Transportation to ensure the facilities condition database is kept up to date and to support the planned renewal and upgrading of facilities in a cost effective manner.

Although the U of L has been fiscally responsible in ensuring that funds are available in the future to maintain our physical facilities, it has put pressure on our operating budget, as funds that could have been used for teaching are diverted to facilities maintenance.

3.2.1 Deferred Maintenance – Notables

As a result of the evaluation, a few points are worth mentioning:

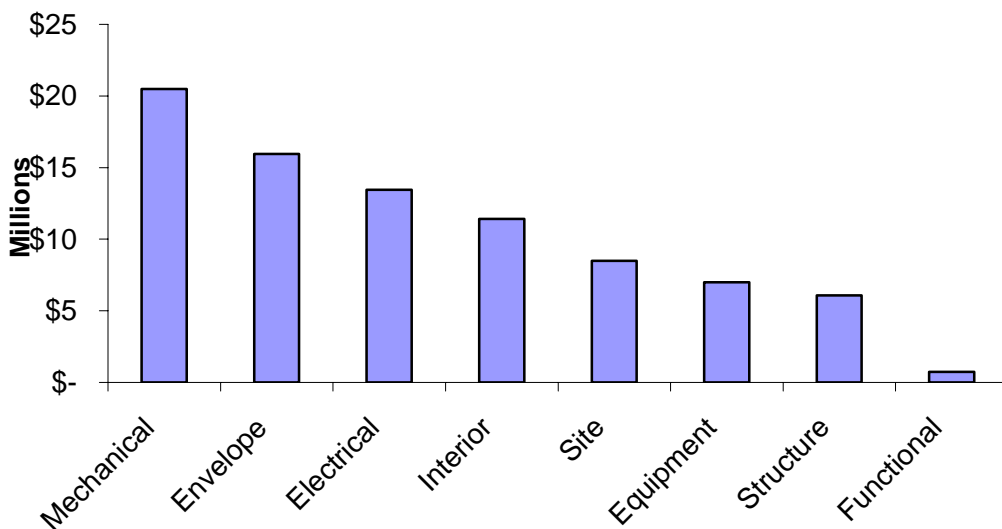
- A breakdown of buildings with gross floor area over 500m² considered in good, fair, and poor condition is shown below.

Table 5: FCI on Alberta University buildings
(With gross floor area over 500m²)

Good (0-15% FCI)	36%
Fair (16-40% FCI)	44%
Poor (Over 40% FCI)	20%

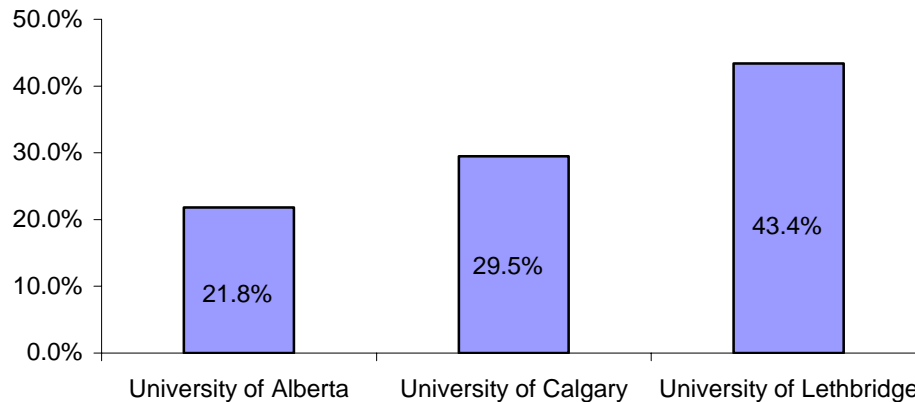
Figure 5 shows the University of Lethbridge’s deferred maintenance breakdown. For more detailed deferred maintenance information see Appendix F.

Figure 5: U of L Deferred Maintenance (2005 Data)



The post-secondary facility evaluation project also took a look at all other ancillary facilities and the ancillary facility index of particular note for the University of Lethbridge is that regarding residences. Below is a summary of the deferred maintenance for the three Alberta residential universities. For a more detailed list see Appendix G.

Figure 6: Deferred Maintenance on Residences



As a result of the more than \$1 billion in condition deficiencies, institutions are now being asked to identify in their annual business plans modernization projects in priority buildings which will improve both condition and functionality of the facilities. It was noted in the study that many of the older facilities were designed for purposes other than their current usage. Since these modernization projects are usually of a magnitude that cannot be dealt with through “regular” infrastructure renewal grants, the most problematic facilities, showing both condition and functional upgrade costs, will be prioritized as cost pressures for government support.

3.3 Lights – On Funding

Lights – on funding can be defined as operating costs required to run a facility. This included utilities costs and all compensation expenses related to caretaking, security, and operations. Over the next few years the University of Lethbridge will be spending more on capital than it ever has before. As a result, the need for lights – on funding will become a large issue to maintain those facilities. Using seven of the University’s major capital projects it is estimated that it would cost an additional \$2.5 million for lights – on funding. See Appendix I for a further cost breakdown on major University capital priorities.

The University may be the benefactor of an existing building in downtown Lethbridge which is being considered as a donation to the University. The building would provide an opportunity to relocate some academic activities that currently reside on campus but which may be moved to a downtown location, thus allowing the freeing up of much needed space on campus. Programs which may be moved to this possible donated building could include fine arts studios, fine arts conservatory programs and health sciences additions program.

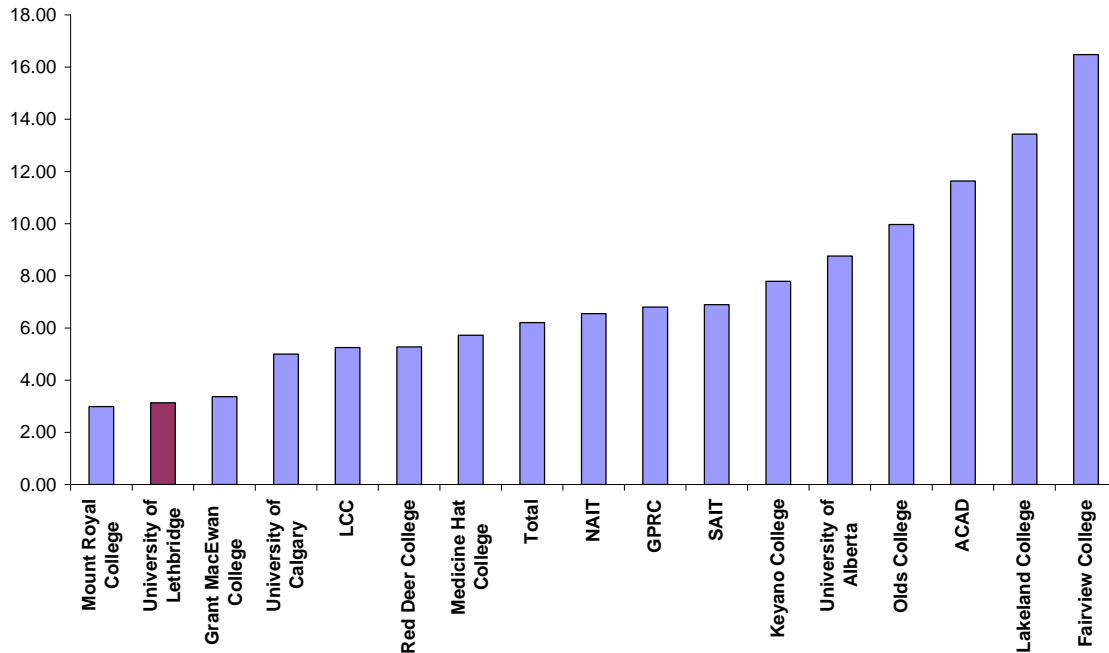
The donated building would not be a substitute for any of the capital project priorities identified in this report, but may allow more courses and programs to be offered in the University Centre for the Arts by freeing up space currently used for fine arts studios.

3.4 Space

For the past several years the University of Lethbridge has taken steps to develop its strategic plan for the institution, including the planning for physical growth. The need for this plan is to prepare for the requirements of the institution based on the current and anticipated growth in enrolment.

1997-98 data shows that the University of Lethbridge had the 2nd lowest amount of teaching space per student among public postsecondary institutions in the province, and the least assignable space per student among Alberta universities.

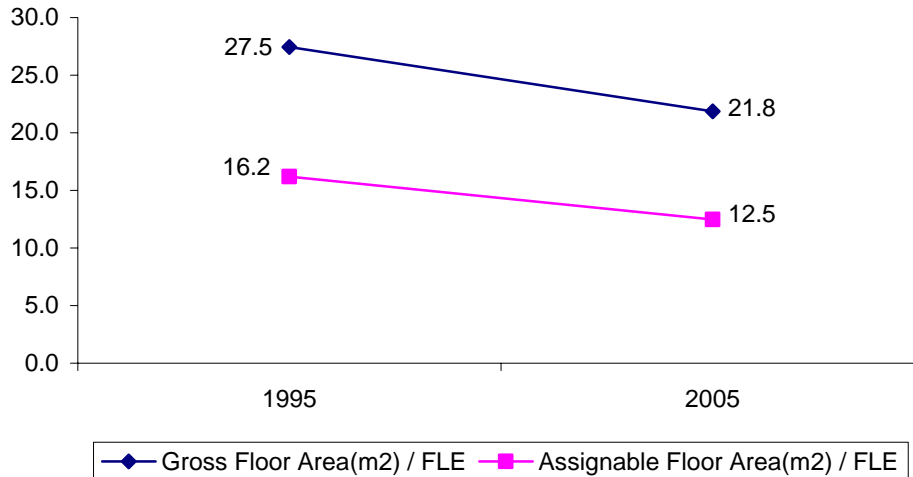
Table 6: Classroom and Laboratory Space per FLE in Alberta Postsecondary Institutions, 1997-98



Although The University of Lethbridge continues to grow in terms of its students, faculty, and staff, the institution has run out of offices and research laboratories to accommodate this growth. The expansion to Turcotte Hall will provide some additional space to accommodate our current enrolment and faculty but will still not fully provide for it to the extent needed.

Since 1995, the institution's enrolment has grown from 4250 to 7218 full-time students, an increase of 70%. During this same period, the space on campus has increased by approximately 35% but the assignable space per full-time student has decreased by 30% due to the dramatic increase in enrolment.

Figure 7: Space per FLE



The majority of the space additions during this period were for library space and classrooms. In fall 2005 the University had 7,062 students (5,885 Full Load Equivalent (FLE's)) on the Lethbridge campus. The department of University Planning has calculated that we have the classroom capacity for 8,180 students, which is equivalent to 6,822 FLE's. The University has adequate classroom space to accommodate the expected increase in students over the next few years.

Currently, there is a critical need for offices for faculty. There are many faculty members sharing offices or working at home. There is also currently only very limited office/student space for graduate students on campus.

The top capital expansion priority for academic space is the proposed Management and Health Sciences Building, which would alleviate some of the faculty office space problems. Since it is highly unlikely that this proposed academic building would be available for occupation over the next few years, even if approved today, the University needed to find an immediate solution to its lack of office space. The Turcotte Hall expansion project, which will be completed by summer 2007, will provide a more immediate partial solution to the space problem.

As indicated, the growth in student enrolment triggers the need for growth in the number of faculty members. While the Turcotte Hall addition and the new Management and Health Sciences Building will help to address the need for offices for faculty, they will not accommodate the research labs required by new faculty, particularly in the sciences. We are also currently near capacity in terms of instructional labs.

3.5 Technology

Sweeping changes in how and what communications services are delivered is affecting all post secondary institutions. The past 10 years have seen significant growth in the use of communications services and the next 5 years will see changes in how the university will deliver these services. This period will also see a dramatic increase in what is delivered and voice, video and media content are converging on the data network, thus increasing demands and reliance on all data network facilities.

As this convergence of communications services occurs, the availability of the core data network is paramount, and there can not be any danger of blanket outages. This requires redundant cable plants and self healing secure networks. The University's current data network is operating in a non-redundant capacity, depending on sparing of core equipment and vendor maintenance contracts to provide a reasonable expectation of reliability.

Network access to internal and external networks is securely and centrally provided to all academic and administrative spaces on campus, including over 500 residential units. The current delivery model for data network delivery began in 1995 with less than 400 data network users. Currently, The University of Lethbridge network supports over 6000 users and devices with expected increases each year.

The University of Lethbridge owns and operates its own voice switch. Installed in 1994/1995, this switch originally supported 600 users but now supplies dial tone to over 1700 users, including 500 residences. In addition, this switch is currently providing access to 30 users in the Edmonton campus over a Supernet connection. As the University of Lethbridge community has grown and become reliant on communication services, demands on this critical service have increased.

The University of Lethbridge owns and operates a wireless data network infrastructure that is located in strategic and central areas, covering approximately 30 percent of the campus. Ubiquitous wireless access is not currently delivered on the University campus. Research spaces and general gathering areas were first targeted for this technology, and have been operating for the past three years in an unfunded model. Growth for this service has been from zero to over 400 users in the past three years. There are strong industry indicators that this growth will increase.

Central copper wire and fiber plants providing for communications services currently provide for a star configuration in a non redundant fashion at speeds up to 1 Giga-bit. Core communications rooms are currently being shared with janitorial spaces that are not secure or environmentally friendly to data networking equipment. The University of Lethbridge campus disaster recovery plan points out the need for secure and redundant core communications services.

The following information technology projects will support The University of Lethbridge's goal of remaining a leader in the effective use of technology in learning and research.

1. Technology Convergence - to provide voice, video and data on one redundant network to meet technology demands.
2. Wireless Network - to provide ubiquitous wireless access to all properties of the University of Lethbridge.
3. Redundant Infrastructure - to provide redundant cable plant and routing to ensure redundant pathways for self healing networks.

3.6 Life-Cycle Costs

When planning the expansion of its facilities, the University ensures that life-cycle costs of its facilities are kept to a minimum. The institution believes that energy efficiency and ease of maintenance are integral to building planning.

3.7 Library Resources

The new University Library has resulted in increased collection areas, classrooms, and study space. Unfortunately, it does not address the issue of limited library resources, and the University struggles with the need to commit more dollars to improving the library collection in a number of disciplines, and in trying to keep pace with the impact of inflation.

3.8 Infrastructure Upgrades

When new buildings are required on campus, it will be necessary to upgrade the site services infrastructure that supports these buildings. The U of L will have to build new capacity into the current power plant, or auxiliary services will have to accompany new construction projects. The *Campus Master Plan* calls for the development of a second energy centre to service new building developments in the west and northwest area of the campus.

3.9 Long Term Projects

EXPANSION/REPLACEMENT/NEW PROJECTS

The University of Lethbridge has identified the following long-term projects as priorities in order to continue its commitment in meeting the challenge of increased postsecondary demand on the provincial system. The institution is operating at capacity, but the identified capital projects will help accommodate the current and future planned expansions

Each project is critical to the future development of the U of L, and sources of funds have been identified from various organizations and government. For example, a particular project might be more suitable for government funding, whereas others are more appropriate for funding by users or private donors.

Alberta Water and Environmental Science Building

The U of L was selected as the administrative centre for a new tri-University water research partnership with the University of Alberta and the University of Calgary. The University requires a new facility to fulfill its commitments in relation to this water research partnership. The University proposes that this facility be situated in Exploration Place, near the Canadian Centre for Behavioral Neuroscience.

		Phase 1	Phase 2	Phase 3	TOTAL
ESTIMATED PROJECT COST		<u>\$21,600,000</u>	<u>\$5,000,000</u>	<u>\$5,000,000</u>	<u>\$31,600,000</u>
Confirmed Funding Sources	Provincial Government	12,500,000	-	-	12,500,000
Funding Request	Provincial Government	9,100,000			9,100,000
	Research Agencies	-	<u>5,000,000</u>	<u>5,000,000</u>	<u>10,000,000</u>
TOTAL PROPOSED FUNDING		<u>\$21,600,000</u>	<u>\$5,000,000</u>	<u>\$5,000,000</u>	<u>\$31,600,000</u>

Management and Health Sciences Building

The University of Lethbridge's Faculty of Management has grown at an exceptional rate, resulting in the need for new accommodations. The Faculty of Management has almost tripled in size over the last 10 years from 591 Full Time Equivalents (FTE's) in fall 1995 to 1526 FTE's in fall 2005. This building would also accommodate the School of Health Sciences, which is also expected to grow considerably over the next few years due to the addition of new programs and the demand for health related education. The planned new facility, the Management and Health Sciences Building, would require 8,000 square meters. The Board of Governors has identified this project as the highest priority for future academic construction.

ESTIMATED PROJECT COST		TOTAL <u>\$33,000,000</u>
Funding Request	Provincial Government	23,000,000
	Fundraising	<u>10,000,000</u>
TOTAL PROPOSED FUNDING		<u>\$33,000,000</u>

Turcotte Hall Expansion

The University has looked at numerous options that would increase its inventory of office and classroom space, both long term and short term. The most feasible option, in terms of cost and providing the greatest number of offices is an expansion to Turcotte Hall. Turcotte Hall was originally designed to allow for an expansion on the west side of the building. The building can be expanded to provide 50 additional offices and 2 classrooms. The project will also include replacement office space for Physical Plant administration, as a result of funding provided from Alberta Infrastructure & Transportation for the replacement of the approximately 40 year old service buildings which currently house Physical Plant personnel.

ESTIMATED PROJECT COST	Offices & Classrooms	TOTAL \$9,000,000
	Phys Plant Admin	<u>\$2,000,000</u>
		<u>\$11,000,000</u>
Confirmed Funding	Provincial Government (Service Bldg Replacement)	\$2,000,000
Funding Request	Provincial Government	<u>9,000,000</u>
TOTAL PROPOSED FUNDING		<u>\$11,000,000</u>

Regional Health and Wellness Center

The University of Lethbridge is in serious need of additional recreational facilities to meet the demands of its growing population. To meet this demand, the University began construction on the Regional Health & Wellness Centre in April 2005, with expected completion by January 2007. This \$33.7 million project has been funded by a \$5.3 million grant from the City of Lethbridge, University funding and donations. The students at the University have significantly supported this project with a successful referendum, donating \$2.5 million towards the project.

		TOTAL
ESTIMATED PROJECT COST	New space	\$21,000,000
	PE Bldg renovations	<u>\$12,700,000</u>
		<u>\$33,700,000</u>
Proposed Funding Sources	University Funds	10,355,000
	City of Lethbridge	5,300,000
	Fundraising	5,345,000
Funding Request	Provincial Government	<u>12,700,000</u>
TOTAL PROPOSED FUNDING		<u>\$33,700,000</u>

Canadian Centre for Behavioural Neuroscience (CCBN) Expansion

The Canadian Centre for Behavioural Neuroscience (CCBN) has grown to full capacity in the less than three years since the facility opened. The CCBN accommodates a number of innovative and internationally competitive research programs in cognitive sciences and needs to expand its capacity by the addition of an imaging facility.

The Board of Governors approved the expansion project in November 2004, with completion scheduled for July 2006.

		TOTAL
PROJECT COST		<u>\$3,225,664</u>
Funding Sources	University Funds	1,059,500
	Donation	300,000
	Canada Foundation for Innovation (CFI)	\$933,082
	Alberta Science & Research Investments Program (ASRIP)	<u>\$933,082</u>
TOTAL FUNDING		<u>\$3,225,664</u>

Sports Fields and Stadium

In April 2005, the City of Lethbridge examined the need and demand of sports fields within the city. The review determined that the most feasible solution would be for the City and the University to share a sports field complex that would meet the needs of both parties. Through this partnership the City of Lethbridge has contributed \$3 million towards the project, with the remaining \$4.5 million funded from the University. This multipurpose complex will meet the needs for track and field, football, intramurals and other University and city athletic programs.

ESTIMATED PROJECT COST		TOTAL <u>\$7,500,000</u>
Proposed Funding Sources	University Funds	4,000,000
	City of Lethbridge	3,000,000
	Fundraising	<u>500,000</u>
TOTAL PROPOSED FUNDING		<u>\$7,500,000</u>

Research Facilities

The University has a strong commitment to research. Much discussion on research facilities has centered on whether to renovate or build. It has been found to be very costly to convert an existing facility into something other than the purpose for what it was created for. For example, renovating space in University Hall, converting office and classroom space to accommodate research space needs, is much more costly than new construction for research space. There is also the concern of whether it is appropriate to have significant research activities in the same building that accommodates offices, classrooms and student residences. To continue to excel in research, the U of L requires new facilities that will provide more dedicated space for research activities. Some research facilities that are in the planning stages include a remote sensing institute and an agricultural biotechnology laboratory. These facilities would increase the capacity for training by providing space for principal investigators, new graduate and undergraduate students, and technical support personnel.

ESTIMATED PROJECT COST		TOTAL <u>\$35,000,000</u>
Proposed Funding Sources	Provincial Government	25,000,000
	Research Agencies	<u>10,000,000</u>
TOTAL PROPOSED FUNDING		<u>\$35,000,000</u>

Art Gallery

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

ESTIMATED PROJECT COST		TOTAL <u>\$25,000,000</u>
Proposed Funding Sources	Provincial Government	15,000,000
	Research Agencies	<u>10,000,000</u>
TOTAL PROPOSED FUNDING		<u>\$25,000,000</u>

Office/Classroom Complex

It is expected that over the next 10 years the U of L will require the addition of another office/classroom complex in order to meet the facility demands of a growing student population and associated faculty offices.

ESTIMATED PROJECT COST		TOTAL <u>\$35,000,000</u>
PROPOSED FUNDING SOURCE	Provincial Government	<u>\$35,000,000</u>

Student Residences

The U of L only has available student residence beds for approximately 8% 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. It is anticipated that the University will build more student residences over the next 10 years.

ESTIMATED PROJECT COST		TOTAL <u>\$6,000,000</u>
PROPOSED FUNDING SOURCE	Financing, supported by housing rents	<u>\$6,000,000</u>

RENEWAL/PRESERVATION PROJECTSService Buildings Replacement and Site Services

The Service Buildings, located in the northwest corner of campus, have served the University well since they were first situated on the Lethbridge Community College campus in 1967. The FCI for the Service Buildings ranges from 50% to 130%.

Based on the University's Campus Master Plan, the best location for the replacement of the service buildings is in the south campus. In order to situate the buildings in that location, site services infrastructure will need to be installed. The site services project will be completed by June 2006.

The University is currently in the design stage of the service building replacement project, with construction expected to begin in June 2006, for completion of the project by February 2007.

		TOTAL
ESTIMATED PROJECT COST	Service Building replacement	\$6,000,000
	South campus site services	<u>2,200,000</u>
		<u>\$8,200,000</u>
Confirmed Funding	Provincial Government	\$4,500,000
Funding Request	Provincial Government	<u>3,700,000</u>
TOTAL PROPOSED FUNDING		<u>\$8,200,000</u>

Technology Convergence

The University of Lethbridge, as other universities, has experienced an explosion in the demands and use of communications technology. The Internet and its uses have driven demand for 'any where' communication to unprecedented levels. This demand is not only from the academic and administration of The University of Lethbridge, but from the students themselves.

Convergence is seeing the use of the network of not only data transmissions, but video and voice technologies as well. Video technologies are seeing the digitizing of traditional video sources to streaming them on the data network, either on demand or on schedule.

In order to meet this demand and the requirements set out in the disaster recovery plan, the University must design and install a capable redundant and self healing network. With the project currently in the design phase the total budget is \$2 million.

Wireless Networks

As an extension of The University of Lethbridge data network, wireless technology is fast becoming embedded in all communications devices. As a result it is incumbent upon the University to provide ubiquitous wireless access to its constituents. As the result of the Westgrid project, funding was provided to install wireless networking to approximately 30 percent of The University of Lethbridge property. Complete coverage and automated secure access for U of L members has yet to be completed. The remaining 70% of this project is budgeted at \$500,000.

Redundant Infrastructure

The current University's cable plant and utility operate in a non redundant fashion. As identified in the campus disaster recovery plan, a single event has the potential to disrupt communications on campus and The University of Lethbridge's ability to communicate off campus. As the demands and expectations for this service have increased dramatically, the University is in desperate need of expanding its facilities to a redundant cable plant. With this project currently in the design phase the total project budget is \$2 million.

3.10 Facilities Performance Indicators

For nearly 30 years the Association of Higher Education Facilities Officers (APPA) has provided the most comprehensive data available on facilities management costs and staffing information in North America. This includes cost information relating to the many functions classified primarily as maintenance and operations. The University of Lethbridge participated in the 2004 APPA's Facilities Core Data Survey. The results of this survey were published in the 2003-04 Facilities Performance Indicators report. A few of the notables will be described below.

The operating costs per gross square foot are among one of the notables from this report. As shown in Figures 8 and 9, the University of Lethbridge is compared to other similarly classified institutions (for more details see Appendix H). In the areas of Administration, Maintenance and Landscaping grounds, the University of Lethbridge spends less in all those areas in operating costs than other institutions. Other similar institutions, on average, spend twice as much towards these operating costs.

Figure 8: Comparison of Expenditures on Grounds (\$/Acre)

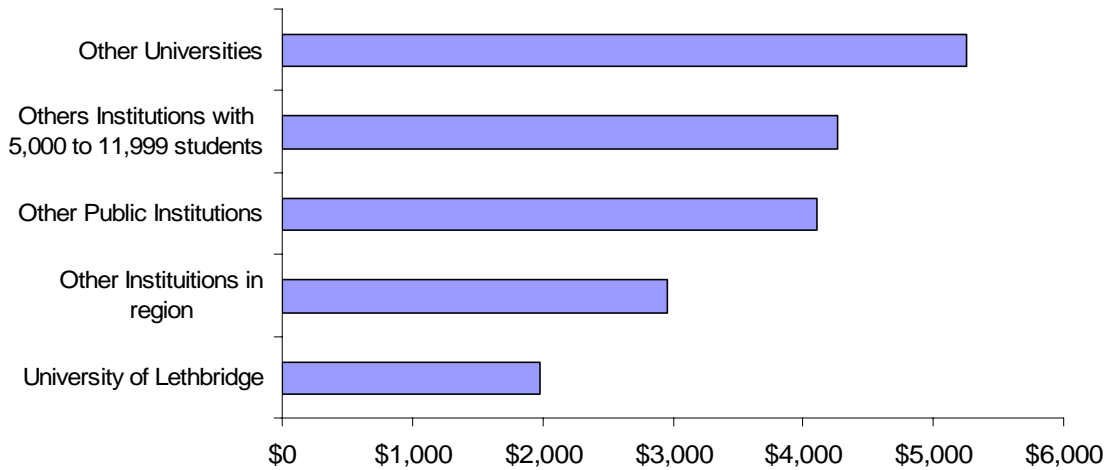


Figure 9: Operating Costs per Gross Square Foot

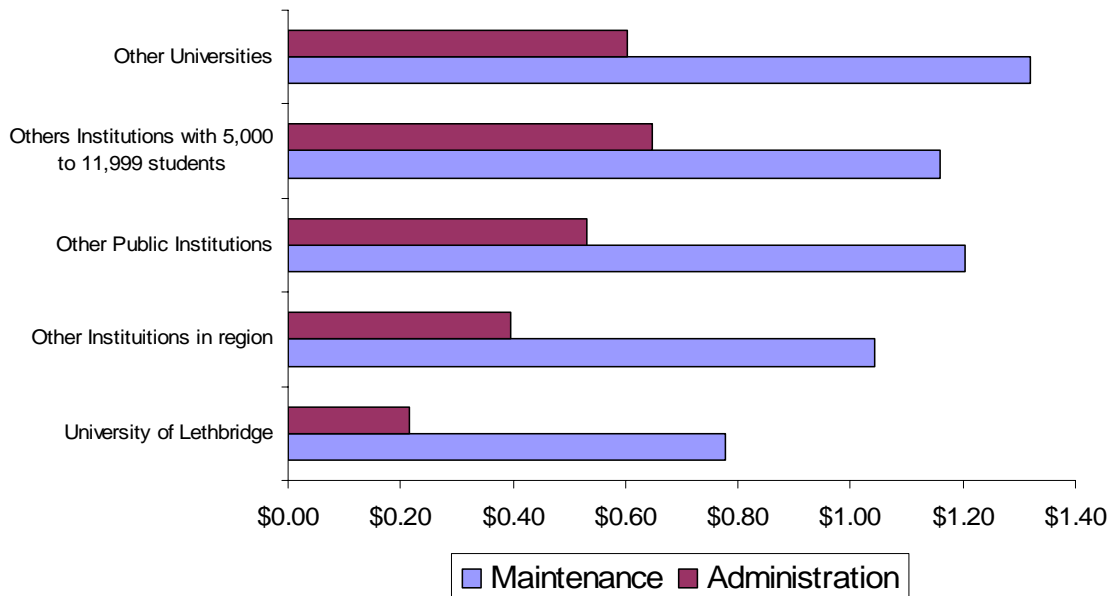


Figure 10 indicates that the ratio of Maintenance Staffing Salaries to Students is far less at the U of L than it is at other similar institutions (See Appendix H for more details).

Figure 10: Maintenance Salaries per Student

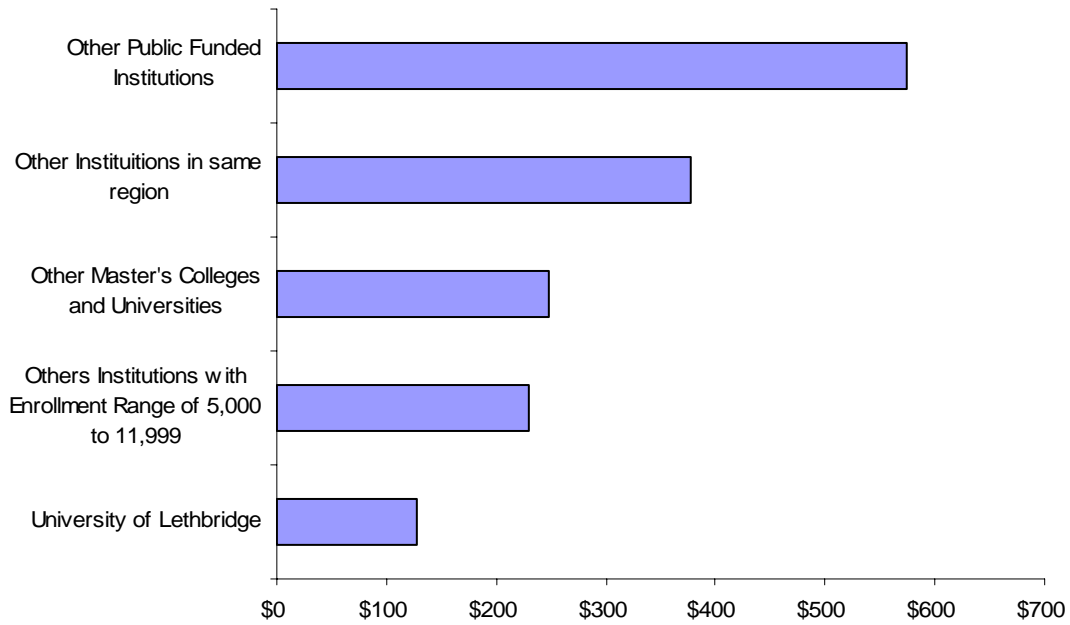
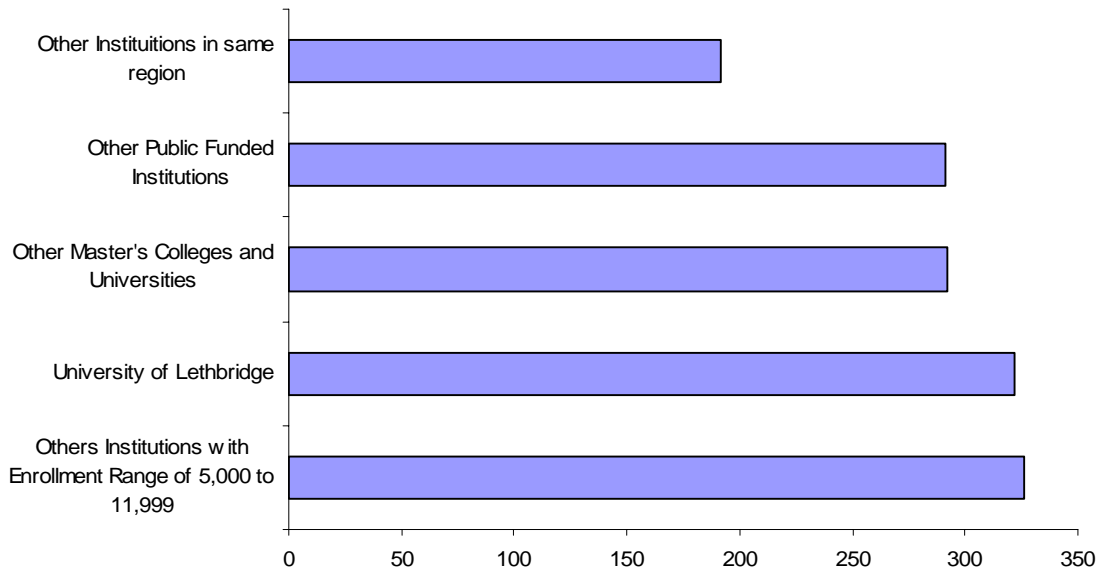


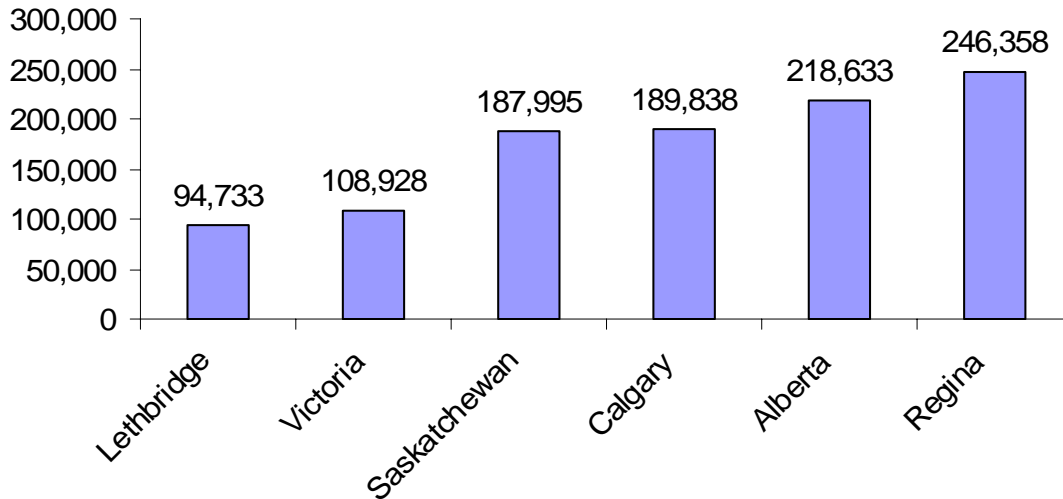
Figure 11 indicates that the number of students per maintenance worker is higher at the U of L than at most comparable institutions. The number of students and the maintenance area that is covered by one maintenance worker is far more than at other similar institutions.

Figure 11: Maintenance FTE per Student



After looking at these data and the previous history it is easy to see what will happen if the University of Lethbridge continues to grow. If the operating dollars are not there to fund these expanded facilities and staffing levels, the worry is that the quality of programs on campus will weaken, as well as putting further strains on existing facilities and staff.

Figure 12: Energy Consumption (BTU/GSF) for Western Canadian Universities



Shown in Figure 12, the University of Lethbridge is an environmentally sensitive institution. In the University of Lethbridge's 10-year capital plan, the quality of a building that is constructed or renovated depends upon the funding level. The building quality affects ongoing operating costs by a factor that inflates with the cost of energy. The Regional Health and Wellness Centre building will be one of the first 10 buildings in the province to meet the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) certification standards. As a LEED building, the Wellness Centre will literally be a showcase of modern conservation methods.

4.0 Capital Budget

Appendix A identifies the approved Capital Budget for 2004-05 and 2005-06, and the proposed capital budgets for 2006-07, 2007-08 and 2008-09. The U of L has prepared a ten-year capital forecast showing the costs for all planned future major capital projects in 2006 dollars. This document, as described earlier in this report, is grouped into two categories: renewal/preservation projects and expansion/replacement/new projects. The capital budgets and priority projects are reviewed and approved annually by the Board of Governors.

5.0 Conclusion

The University of Lethbridge's vision is to strive to build the most vital and engaging learning and educational environment in Canada.

As a result of an ever-changing environment, there continues to be stresses on facilities and capital budgets as a result of the demands from the growth in enrolments and the need for high quality facilities and resources. The commitment is to maintain those areas that the University presently excels in and work on those key areas where enhancement is required.

With a focus on liberal education, smaller class sizes, co-op placements, excellence in teaching, and student involvement in research, the University of Lethbridge will continue to provide top-quality education.

Appendix A – 10 Year Capital Forecast (in thousands)

	Project Cost	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	Total
Renewal/Preservation Projects												
Physical Education Building Upgrades	\$ 12,700	3,000	9,700									12,700
Service Buildings Replacement & South Campus Site Services	\$ 8,200	3,400	3,000	1,800								8,200
University Hall Life Safety Systems & Upgrades	\$ 12,586	3,000	3,000	6,586								12,586
Utility Systems Infrastructure upgrades	\$ 4,066			4,066								4,066
University Hall – Exterior Structure & Building Envelope	\$ 4,403				4,403							4,403
University Hall Renovations - vacated Faculty of Management	\$ 2,500					2,500						2,500
Anderson Hall Renovations - vacated Health Sciences	\$ 800					800						800
Donated Downtown Building	\$ 1,500		1,000	500								1,500
	\$ 46,755	\$ 9,400	\$ 16,700	\$ 12,952	\$ 4,403	\$ 3,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 46,755
Expansion/Replacement Projects												
Turcotte Hall West Addition	\$ 11,000	1,000	10,000									11,000
CCBN Expansion	\$ 3,300	2,000	1,300									3,300
Alberta Water & Environmental Science Building - Phase 2	\$ 5,000				5,000							5,000
Alberta Water & Environmental Science Building - Phase 3	\$ 5,000					5,000						5,000
	\$ 24,300	\$ 3,000	\$ 11,300	\$ -	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 24,300
Facilities & Major Projects												
Alberta Water & Environmental Science Building - Phase 1	\$ 21,600	6,000	10,000	5,600								21,600
Management & Health Sciences Building	\$ 33,000	2,000	11,000	18,000	2,000							33,000
Regional Health & Wellness Centre	\$ 21,000	17,000	4,000									21,000
Sports Stadium	\$ 7,500	5,300	2,200									7,500
Research Facility	\$ 35,000				10,000	15,000	10,000					35,000
Art Gallery	\$ 25,000			2,000	15,000	8,000						25,000
Office/Classroom Complex	\$ 35,000						7,000	12,000	16,000			35,000
Student Residences	\$ 6,000			4,500	1,500							6,000
	\$ 184,100	\$ 30,300	\$ 27,200	\$ 30,100	\$ 28,500	\$ 23,000	\$ 17,000	\$ 12,000	\$ 16,000	\$ -	\$ -	\$ 184,100
TOTAL CAPITAL PROJECTS	\$ 255,155	\$ 42,700	\$ 55,200	\$ 43,052	\$ 37,903	\$ 31,300	\$ 17,000	\$ 12,000	\$ 16,000	\$ -	\$ -	\$ 255,155
PROPOSED CAPITAL PROJECTS FUNDING												
Provincial Capital Funding Request		26,000	44,700	20,952	31,403	18,300	7,000	12,000	16,000			176,355
Other Funding Sources		16,700	10,500	22,100	6,500	13,000	10,000	-	-	-	-	78,800
		42,700	55,200	43,052	37,903	31,300	17,000	12,000	16,000	\$ -	\$ -	255,155
DEFERRED MAINTENANCE												
Buildings Capital Asset Replacement Value (\$000)	552,607	595,307	650,507	693,559	731,462	762,762	779,762	791,762	807,762	807,762	807,762	
Annual Deferred Maintenance Requirement (1% of building capital asset value)		5,953	6,505	6,936	7,315	7,628	7,798	7,918	8,078	8,078	8,078	74,284
ANNUAL PROVINCIAL CAPITAL REQUIREMENT REQUEST												
New Capital Funding Request		26,000	44,700	20,952	31,403	18,300	7,000	12,000	16,000	-	-	176,355
Annual Deferred Maintenance Request		5,953	6,505	6,936	7,315	7,628	7,798	7,918	8,078	8,078	8,078	74,284
TOTAL		31,953	51,205	27,888	38,718	25,928	14,798	19,918	24,078	8,078	8,078	250,639

Appendix B – Capital Budget 2005-09 (in thousands)

	2004-05 Approved Budget	2005-06 Approved Budget	2006-07 Proposed Budget	2007-08 Proposed Budget	2008-09 Proposed Budget
SOURCES OF FUNDS					
Major Capital Projects:					
Fund Raising/External Sources	1,520	3,680	5,445	11,000	12,000
Alberta Infrastructure	-	20,843	30,498	27,052	15,903
Research Agencies	-	12,000	8,300	-	5,000
University Contributions	-	7,357	11,857	5,000	-
	1,520	43,880	56,100	43,052	32,903
Infrastructure Renewal (IRE) Grant	1,408	1,307	1,400	1,400	1,400
Indirect Research Costs Grant	-	250	250	250	250
University contributions	2,400	2,262	1,820	2,020	1,720
Reserves	3,277	2,071	2,005	2,168	1,517
TOTAL FUNDING	\$ 8,605	\$ 49,770	\$ 61,575	\$ 48,890	\$ 37,790
CAPITAL EXPENDITURES					
Major Capital Projects:					
Alberta Water & Environmental Science Building	-	6,000	10,000	5,600	5,000
Management & Health Sciences Building	-	2,000	11,000	18,000	2,000
Turcotte Hall Expansion	-	11,000	-	-	-
Regional Health & Wellness Centre	1,520	18,480	13,700	-	-
CCBN Expansion	-	-	3,300	-	-
Sports Stadium Project	-	-	7,500	-	-
Research Facility	-	-	-	-	5,000
Art Gallery	-	-	-	2,000	15,000
Student Residences	-	-	-	4,500	1,500
Service Building Replacement	-	3,400	3,000	1,800	-
University Hall - Life Safety	-	3,000	3,000	6,586	-
Utility Systems Infrastructure	-	-	-	4,066	-
University Hall - Exterior Bldg Envelope	-	-	-	-	4,403
Donated Downtown Building	-	-	1,000	500	-
	1,520	43,880	52,500	43,052	32,903
Capital Maintenance	1,881	1,982	2,000	2,000	2,000
Facility Upgrade	250	-	3,600	-	-
Parking and Roads	1,184	150	475	300	150
Soccer Field	350	150	-	-	-
Equipment					
Arts and Science	532	564	500	500	500
Education	76	187	100	100	100
Management	141	230	200	200	200
Fine Arts	60	398	200	200	200
Health Sciences	13	23	20	20	20
Administrative Support Units	135	180	150	150	150
Audio Visual Renewal	63	187	100	100	100
Sports and Recreation/Athletics	302	103	200	400	100
Motor Vehicles	70	32	-	35	35
Information Technology	776	775	775	775	775
Telecommunications	145	45	45	45	45
Bookstore	54	45	90	62	10
Printing	133	53	58	126	41
Housing	852	739	518	767	415
Catering and Food Services	63	24	29	48	36
Conference Services	5	13	5	-	-
Ancillary Director	-	10	10	10	10
TOTAL EXPENDITURES	7,085	5,890	9,075	5,838	4,887
TOTAL CAPITAL EXPENDITURES	\$ 8,605	\$ 49,770	\$ 61,575	\$ 48,890	\$ 37,790

Appendix C – Capital Maintenance Budget 2005-06

Source of Funds

Annual capital allocation	298,300	
Infrastructure Renewal grant	1,306,800	
One-time funds	-	
Indirect costs of research grant	250,000	
Carry-forward allocations	841,500	
Unallocated/Surplus funds	425,000	
Operating/Access funds	651,575	
Sustainability funds	46,000	
External sources	-	
Reserves		
Building & Plant	-	
Parking	-	
Service Vehicles and Equipment	32,500	
Servers (Major Equipment)	-	
Support Unit Equipment	-	
Audio Visual Renewal	186,900	
Sports and Recreation/Athletics	103,000	
Information Technology	775,000	
Telecommunications	45,000	
Housing - UofL	565,950	
Housing - Ancillaries	228,150	
Food Services	24,000	
Bookstore	44,600	
Printing	52,750	
Conference Services	12,800	2,070,650
Total Funds Required		<u>5,889,825</u>

Proposed Capital Expenditures

Arts & Science	564,100	
Education	187,475	
Fine Arts	398,500	
Health Sciences	23,000	
Management	230,000	
Capital Maintenance Projects	1,981,500	
Parking Services Projects	150,000	
Service Vehicles	32,500	
Information Technology Equipment	775,000	
Support Unit Equipment	180,000	
Audio Visual Renewal	186,900	
Sports & Recreation/Athletic Equipment	103,000	
Sports Field	150,000	
Telecommunication Equipment	45,000	
Housing - Apartment Maintenance	244,700	
Housing - Townhouse Maintenance	199,600	
Housing - Aperature Park Maintenance	2,300	
Housing - Dormitory Maintenance	292,100	
Bookstore Maintenance	44,600	
Food Services Maintenance	24,000	
Conference Reserve	12,800	
Printing Reserve	52,750	
Ancillary Director's	10,000	
Total Proposed Capital Expenditures		<u>5,889,825</u>

Appendix D – 10 Year Capital Reserve Balances

	1996/97	1997/98	1998/99	1999/00	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
Capital										
2651 Building and Plant	882,133	790,306	249,965	923,266	904,794	726,730	105,222	192,574	271,364	361,830
2652 Information Technology Servers	161,847	101,220	102,281	178,887	259,080	264,162	189,402	67,610	92,610	121,845
2653 Major Equipment	630,979	735,127	350,268	370,308	360,180	303,693	224,480	158,501	183,501	216,401
2655 Micro Computer Equipment	68,131	-	151	946	26,514	4	4	4	-	-
2656 Telecommunications Equipment	90,946	92,947	93,783	208,715	131,046	593,398	817,464	190,002	158,565	269,784
2657 Self Insurance	120,785	117,392	112,989	122,496	130,994	149,459	132,554	178,037	180,907	189,060
2658 PE Equipment	43,885	35,830	25,364	60,797	70,020	84,403				
2659 Aquatic Centre Equipment	76,713	77,912	64,847	71,818	71,013	71,436				
2660 North Plaza Development	155,425	155,425								
2661 Education School Labs	20,000	20,000								
2662 Site & Utilities	221,385	589,550	184,102	512,010	471,305	178,974	183,036	37,029	47,029	59,126
2663 Parking	125,575	105,911	106,864	168,133	215,347	243,235	75,219	273,144	222,279	364,087
2664 Service Vehicles and Equipment	77,563	100,807	78,985	76,744	64,419	44,186	33,706	64,244	102,329	103,472
2665 Utility Conservation	137,000	330,000	326,642	330,059	229,775	275,640	109,848	169,551	253,692	263,511
2666 LINC	200,000	-	3,162,370	3,638,027						
2667 Housing - Apartments	-	841,948	1,085,420	1,322,652	764,806	950,020	946,167	611,170	625,028	650,358
2668 Housing - Townhouses	-	398,650	547,783	715,232	530,704	652,896	686,225	284,595	370,431	425,570
2670 PE Building and Equipment	-	-	-	15,086	22,952	30,951				
2671 Matching Equipment	-	-	-	-	527,590	537,939	488,342	121,187	121,187	126,070
2672 Audio Visual Renwal	-	-	-	-	-	-	125,155	187,585	250,983	336,812
2673 Support Units Equipment Renewal	-	-	-	-	-	-	-	-	160,247	175,286
2674 Sport and Recreation/Athletics	-	-	-	-	-	-	-	-	285,189	315,171
	3,012,366	4,493,025	6,491,815	8,715,176	4,780,540	5,107,126	4,116,823	2,535,233	3,325,340	3,978,382
Capital - Ancillary Services Departments										
71001 Bookstore	403,784	362,483	365,746	765,746	747,630	1,316,906	1,353,906	192,906	266,966	353,419
72005 Printing Services - Offset	413,085	422,173	419,766	488,266	488,266	588,266	619,266	228,384	186,939	204,221
72010 Printing - Copy Centre	148,765	149,360	148,157	148,157	145,514	145,514	145,514			
72015 Printing - Copier	2,621									
73005 Housing Services	408,273	176,412	157,326	165,266	141,446	639,472	751,472	590,132	757,741	903,205
73010 Housing Services - Apartments	637,629									
73015 Housing Services - Family	126,742									
74001 Food Services	216,969	319,716	289,949	380,514	363,773	505,272	489,510	208,930	146,128	51,011
75001 Conference Services	53,396	54,571	51,059	150,659	150,659	155,659	184,059	102,259	91,524	90,994
76101 Athletics	119,614	122,245	106,307	143,240	143,240	143,240	222,240	282,240	-	-
76201 Recreation Services	119,706	122,340	105,051	152,051	152,051	222,051	277,051	184,031	-	-
76203 Rec Services - Adult Programs	1,920	1,962	1,980	1,980	1,980	1,980	1,980	-	-	-
76301 Language Centre	27,405	28,008	25,658	-	-	-	-	-	-	-
76701 Aquatic Centre	-	-	-	-	-	-	46,436	-	-	-
76751 PE Facilities	-	-	-	-	-	-	176,891	-	-	-
	2,679,908	1,759,268	1,670,997	2,395,878	2,334,559	3,718,359	4,268,325	1,788,881	1,449,298	1,602,850
Total	5,692,273	6,252,294	8,162,812	11,111,054	7,115,098	8,825,486	8,385,148	4,324,115	4,774,637	5,581,232

Appendix E – Post-Secondary Institutions FCI

Institution	Supported Buildings Area	% System Buildings Area	% System Buildings Condition	Deferred Maintenance Supported Buildings	Deferred Maintenance Heating Plants (Supported)	Deferred Maintenance Site	Total Deferred Maintenance Supported	Replacement Cost (Supported Buildings)	Facility Condition Index (FCI) Buildings	Average DM/m ²
Alberta College of Art and Design	35,327	1.26%	0.48%	4,141,976		(See SAIT)	4,141,976	43,734,312	9.5%	117
Bow Valley College	28,206	1.01%	0.50%	4,333,724		(No Site DM)	4,333,724	35,896,125	12.1%	154
Fairview College	36,664	1.31%	0.73%	6,337,401		2,502,691	8,840,092	57,210,015	11.1%	173
Grande Prairie Regional College	39,222	1.40%	1.14%	9,905,610		1,127,039	11,032,649	64,312,413	15.4%	253
Grant MacEwan College	108,574	3.88%	3.67%	31,727,305	735,875	3,210,628	35,673,808	184,752,000	17.2%	292
Grnat MacEwan (Alberta College)	14,284	0.51%	0.02%	175,233		250,051	425,284	22,534,438	0.8%	12
Keyano College	39,018	1.40%	1.14%	9,821,213	2,683,515	513,457	13,018,185	77,114,311	12.7%	252
Lakeland College	58,232	2.08%	0.70%	6,080,949	2,762,772	1,029,413	9,873,134	94,015,594	6.5%	104
Lethbridge Community College	71,446	2.56%	1.55%	13,374,397		1,892,100	15,266,497	121,312,015	11.0%	187
Medicine Hat College	38,497	1.38%	0.97%	8,407,916		4,767,383	13,175,299	65,944,049	12.8%	218
Mount Royal College	122,903	4.40%	1.88%	16,247,830	6,457,575	1,800,000	24,505,405	251,457,595	6.5%	132
NorQuest College	25,695	0.92%	1.07%	9,241,865		126,150	9,368,015	35,767,440	25.8%	360
Northern Lakes College	27,268	0.98%	0.80%	6,900,790		1,551,261	8,452,051	41,801,046	16.5%	253
Olds College	58,887	2.11%	1.29%	11,167,917		1,801,190	12,969,107	84,552,026	13.2%	190
Portage College	22,482	0.80%	0.79%	6,870,463		120,000	6,990,463	43,520,518	15.8%	306
Red Deer College	64,153	2.29%	2.58%	22,311,021		6,522,475	28,833,496	106,854,111	20.9%	348
Public Colleges	790,858	28.28%	19.31%	167,045,610	12,639,737	27,213,838	206,899,185	1,330,778,008	12.6%	211
NAIT	194,880	6.97%	4.24%	36,705,169	5,090,225	2,335,549	44,130,943	304,664,424	12.0%	188
SAIT (Including ACAD Site)	259,393	9.28%	4.29%	37,078,108	12,200,300	3,684,125	52,962,533	387,154,973	9.6%	143
Technical Institutes	454,273	16.25%	8.53%	73,783,277	17,290,525	6,019,674	97,093,476	691,819,397	10.7%	162
University of Alberta	808,525	28.92%	43.50%	376,376,263	57,146,795	12,382,425	445,905,483	1,382,493,985	27.2%	466
The University of Calgary	528,551	18.90%	18.36%	158,879,963	14,895,415	4,058,550	177,833,928	907,577,230	17.5%	301
The University of Lethbridge	128,468	4.59%	6.63%	57,370,576	7,481,314	5,081,670	69,933,560	253,374,037	22.6%	447
Athabasca University	14,440	0.52%	0.45%	3,903,451	-	604,912	4,508,363	24,241,448	16.1%	270
Universities	1,479,984	52.93%	68.94%	596,530,253	79,523,524	22,127,557	698,181,334	2,567,686,700	23.2%	403
Banff Centre	56,752	2.03%	3.22%	27,879,580		4,744,038	32,623,618	94,829,233	29.4%	491
Total	2,796,151	100.00%	100.00%	865,238,720	109,453,786	60,105,107	1,034,797,613	4,685,113,338	18.5%	309

Appendix F – Deferred Maintenance and FCI for U of L Buildings Summary 2005

Building	<2005	2005	2006-2009	2010-2014	2015+	Bldg Total (2005 +)	Bldg Area (m ²)	Replacement Cost Rate (\$/m ²)	Replacement Costs	FCI %
Anderson Hall			\$744,600			\$744,600	4,503	2,900	\$13,057,540	6%
Art Vault			\$68,040			\$68,040	675	2,900	\$1,957,210	3%
Biology Field Station		\$11,100	\$39,815			\$50,915	96	2,500	\$239,500	21%
Bio Science		\$8,883	\$250,308	\$2,819		\$262,010	124	2,500	\$310,750	84%
CCBN			\$43,200			\$43,200	3,869	3,650	\$14,122,215	0%
Grounds Maintenance			\$14,282			\$14,282	297	2,500	\$743,500	2%
Gushul Studio		\$5,400	\$175,439			\$180,839	278	2,600	\$722,540	25%
Hepler Hall			\$249,210	\$3,780		\$252,990	769	3,650	\$2,807,945	9%
Kainai House		\$19,610	\$2,680,105	\$356,033		\$3,055,748	5,507	2,150	\$11,840,910	26%
Library Storage			\$52,916			\$52,916	188	2,900	\$543,750	10%
University Library			\$64,800			\$64,800	23,488	2,900	\$68,114,620	0.1%
Maintenance R130			\$26,946			\$26,946	322	2,500	\$805,750	3%
Maintenance R140			\$13,154			\$13,154	63	2,500	\$156,750	8%
Observatory			\$45,695			\$45,695	36	3,650	\$130,305	35%
PE Building			\$7,407,003	\$103,124		\$7,510,127	8,436	2,900	\$24,464,110	31%
PE Storage						\$0	54	2,500	\$134,250	0%
Paterson Centre						\$0	4,704	2,150	\$10,113,815	0%
Piikani House		\$5,130	\$2,851,309	\$289,192		\$3,145,631	5,417	2,150	\$11,647,410	27%
Central Plant		\$116,421	\$2,860,116	\$485,158	\$135,000	\$3,596,695				
Regional Aquatic Centre			\$919,849	\$17,064		\$936,913	5,884	2,900	\$17,063,020	5%
Remote Research Building			\$196,848	\$18,533		\$215,381	151	3,650	\$549,690	39%
Siksika House		\$76,620	\$1,346,778	\$268,487		\$1,691,885	3,250	2,150	\$6,987,070	24%
Services Bldg 1			\$1,159,217			\$1,159,217	932	2,500	\$2,329,000	50%
Services Bldg 2			\$658,285			\$658,285	607	2,500	\$1,518,000	43%
Services Bldg 4			\$855,035			\$855,035	980	2,500	\$2,449,000	35%
Services Bldg 5			\$220,054			\$220,054	197	2,500	\$493,250	45%
Services Bldg 6			\$186,792			\$186,792	280	2,500	\$700,500	27%
Site		\$265,200	\$8,440,512	\$404,382		\$9,110,094			\$117,483,413	8%
Student Union Bldg		\$73,440	\$2,167,254	\$502,926		\$2,743,620	8,699	2,900	\$25,226,810	11%
Tsuutina House		\$6,020	\$1,462,014	\$125,893		\$1,593,927	2,594	2,150	\$5,577,100	29%
Tunnel Link			\$1,526,380			\$1,526,380	508	2,500	\$1,270,000	120%
Turcotte Hall		\$16,308	\$614,943	\$106,377		\$737,628	3,408	2,900	\$9,882,040	7%
University Centre for the Arts		\$197,120	\$8,892,943	\$519,780		\$9,609,843	28,328	2,900	\$82,150,330	12%
University Hall	\$891,972	\$1,184,812	\$28,609,903	\$7,128,259	\$86,400	\$37,009,374	40,308	2,900	\$116,894,070	32%
Water Chamber North							24	2,500	\$60,000	0%
Water Chamber South							24	2,500	\$61,000	0%
	\$891,972	\$1,986,064	\$74,843,745	\$10,331,807	\$221,400	\$87,383,016	\$154,999	\$91,950	\$552,607,163	16%

Appendix G – Institutions Deferred Maintenance for Residences

Institution	Residence Area (m ²)	Deferred Maintenance (\$)	FCI
Fairview College	15,401	6,647,946	35.7%
Grande Prairie Regional College	4,183	1,240,333	24.6%
Keyano College	11,850	2,211,923	16.5%
Lakeland College	26,149	5,456,562	15.8%
Lethbridge Community College	9,662	1,995,895	18.0%
Medicine Hat College	6,378	935,468	12.2%
Mount Royal College	13,807	3,774,875	32.7%
Northern Lakes College	11,028	3,484,620	31.9%
Olds College	20,084	8,007,408	26.0%
Portage College	10,086	3,535,463	29.0%
Red Deer College	20,335	723,950	3.0%
Sub-Total Colleges	148,963	38,014,443	
SAIT	14,199	8,503,199	45.7%
Sub-Total Technical Institutes	14,199	8,503,199	
University of Alberta	97,511	24,395,931	21.8%
University of Calgary	85,512	30,510,900	29.5%
University of Lethbridge	21,389	12,403,393	43.4%
Sub-Total Universities	204,412	67,310,224	
Banff Centre	18,020	4,073,056	19.4%
Total All Institutions	385,594	117,900,922	

Appendix H – 2003-04 Facilities Performance Indicators Report Tables

Operating Costs per Gross Square Foot

Institution(s)	Construction		Custodial	Utility	Landscaping Grounds \$/Acre	Maintenance	Public	
	Admin	A&E					Safety	Other
University of Lethbridge	\$0.22	\$0.18	\$0.78	\$1.87	\$1,983.00	\$0.78	\$0.02	\$0.37
Other Institutions in same region	\$0.40	\$2.28	\$1.12	\$1.78	\$2,952.11	\$1.04	\$0.04	\$0.21
Other Master's Colleges and Universities	\$0.60	\$0.52	\$1.27	\$1.92	\$5,255.33	\$1.32	\$0.08	\$0.26
Other Public Funded Institutions	\$0.53	\$1.03	\$1.23	\$2.00	\$4,099.94	\$1.20	\$0.12	\$0.19
Others Institutions with Enrollment Range of 5,000 to 11,999 (FTE's)	\$0.65	\$1.23	\$1.16	\$1.85	\$4,266.95	\$1.16	\$0.09	\$0.16

Maintenance Staffing Ratios

Institution(s)	Maintenance Staffing Salaries with Benefits/Student	Maintenance Staffing Salaries with Benefits/GSF	Maintenance Labor Cost/GSF (Operating Costs Module)	Students / Maintenance FTE	Maintenance GSF / Maintenance FTE
University of Lethbridge	\$127	\$0.56	\$0.67	322	73,282
Other Institutions in same region	\$377	\$0.81	\$0.68	192	59,070
Other Master's Colleges and Universities	\$248	\$0.92	\$0.85	292	69,274
Other Public Funded Institutions	\$574	\$0.86	\$0.78	291	69,258
Others Institutions with Enrollment Range of 5,000 to 11,999 (FTE's)	\$230	\$0.86	\$0.75	326	67,693

** The University of Lethbridge falls under the "Rocky Mountain" APPA Region which includes schools from Arizona, Colorado, Montana, New Mexico, Utah, Wyoming, Alberta and Saskatchewan.

*** For the purposed of this survey the APPA serves many institutions in Canada and the United States.

Appendix I – Lights-on Funding

OPERATING COSTS:	Alberta Water & Environmental Sciences Building	Management & Health Science Building	Turcotte Hall Expansion	Regional Health & Wellness Centre	CCBN Expansion	Sports Stadium Complex	Research Facility	Art Gallery	Office/Classroom Complex	Service Buildings Replacement	TOTAL
Utilities	\$423,800	\$216,000	\$95,202	\$230,418	\$58,860	\$35,000	\$423,800	\$94,500	\$216,000	\$86,940	\$1,880,520
Capital Projects Office	\$22,820	\$28,000	\$12,341	\$29,869	\$3,750	\$5,000	\$22,820	\$12,250	\$28,000	\$11,270	\$176,120
Physical Plant Operations	\$32,600	\$40,000	\$17,630	\$42,670	\$5,400	\$5,000	\$32,600	\$17,500	\$40,000	\$16,100	\$249,500
Utilities Operations	\$104,320	\$104,000	\$45,838	\$110,942	\$17,200	\$20,000	\$104,320	\$45,500	\$104,000	\$41,860	\$697,980
Caretaking	\$81,500	\$100,000	\$44,075	\$106,675	\$13,375	\$10,000	\$81,500	\$43,750	\$100,000	\$40,250	\$621,125
Building Maintenance	\$39,120	\$48,000	\$21,156	\$51,204	\$6,500	\$5,000	\$39,120	\$21,000	\$48,000	\$19,320	\$298,420
Grounds Maintenance	\$26,080	\$32,000	\$14,104	\$34,136	\$4,300	\$15,000	\$26,080	\$14,000	\$32,000	\$12,880	\$210,580
Security	\$39,120	\$48,000	\$21,156	\$51,204	\$6,500	\$20,000	\$39,120	\$21,000	\$48,000	\$19,320	\$313,420
TOTAL	\$769,360	\$616,000	\$271,502	\$657,118	\$115,885	\$115,000	\$769,360	\$269,500	\$616,000	\$247,940	\$4,447,665
Less: current lights on funding (@\$55.00 m ²)			(\$37,565)							(\$164,725)	(\$202,290)
	\$769,360	\$616,000	\$233,937	\$657,118	\$115,885	\$115,000	\$769,360	\$269,500	\$616,000	\$83,215	\$4,245,375
Building m ²	6,725	8,000	3,526	8,534	1,073		7,000	3,500	8,000	3,220	
Projected cost \$/m ²	\$114.40	\$77.00	\$77.00	\$77.00	\$108.00		\$109.91	\$77.00	\$77.00	\$77.00	
Occupancy Date	December 2007	2008	July 2007	August 2006	July 2006	June 2007	2011	2010	2013	January 2007	

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Appendix K – Acknowledgements

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