

(Photograph: Alberta Water and Environmental Science Building)



# 2009-2018 Capital Plan

For Submission to the Government of Alberta

Approved by the Board of Governors on December 18, 2008

University of  
Lethbridge



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## 1.0 EXECUTIVE SUMMARY

The University of Lethbridge updates its Capital Plan on an annual basis. The 2009-2018 Capital Plan forms the University's request to Government for funding of priority capital projects 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: the new Strategic Plan 2009-2013 (expected to be released in January 2009); the annual Business Plan; the Core Campus Expansion Plan; and the Institutional Access 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 University currently has 44 buildings on campus totaling 189,271.9 gross square metres (gsm) and averaging 22 years of age. From the APPA: The Association of Higher Education Facilities Officers March 31<sup>st</sup>, 2008 Facilities Condition Audit, the University identified \$130 million in deferred maintenance projects over the next ten years. Deferred maintenance on existing facilities continues to grow and is of great 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.

## CAPITAL PRIORITIES SUMMARY

The University uses Alberta Infrastructure's BLIMS system for categorizing capital projects into New Facilities, Expansion or Preservation. 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 (Dec 2008 dollars)
<b>New Facility Projects</b>		
1 Science Complex		
- Science Facility	224,452,800	
- Central Plant Facility	<u>29,927,040</u>	254,379,840
2 Daycare Facility		2,000,000
3 Health Sciences - Simulation Suite		1,246,960
4 Distributed Learning Centre		1,308,000
5 Research Transition Facility		10,000,000
6 Student Residences		13,217,776
7 Office/Classroom/Cultural Centre		
- Art Gallery	30,000,000	
- Office/Classroom Complex	<u>74,817,600</u>	104,817,600
<b>Total New Facility Projects</b>		<b><u>\$ 386,970,176</u></b>
<b>Expansion Projects</b>		
1 Canadian Centre for Behavioural Neuroscience (CCBN) expansion		10,000,000
2 Alberta Water & Environmental Sciences Building - Phase 2		8,400,000
3 Alberta Water & Environmental Sciences Building - Phase 3		14,000,000
<b>Total Expansion Projects</b>		<b><u>\$ 32,400,000</u></b>
<b>Preservation Projects</b>		
1 University Hall Renovations - vacated Faculty of Management space		7,314,925
2 Anderson Hall Renovations - vacated Faculty of Health Sciences space		1,973,886
3 Dr. Foster James Penny Building Upgrades (downtown facility)		6,133,158
4 Physical Education Building Upgrades		5,539,153
5 Tunnel & South Plaza Replacement		3,161,000
<b>Total Preservation Projects</b>		<b><u>\$ 24,122,122</u></b>
<b>TOTAL PRIORITY CAPITAL PROJECTS</b>		<b><u>\$ 443,492,298</u></b>
<b>Projects in Progress</b>		
1 Markin Hall (for Health Sciences & Management)		65,000,000
2 Deferred Maintenance Projects		18,415,000
3 Sports Field and Stadium		11,200,000
<b>Total Projects in Progress</b>		<b><u>\$ 94,615,000</u></b>

Note - Estimated Project Costs are in current dollars (Dec 2008) and will be adjusted depending on construction start dates.

## 2.0 INTRODUCTION

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: the new Strategic Plan 2009-2013 (expected to be released in January 2009); the annual Business Plan; the Core Campus Expansion Plan; and the Institutional Access 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; 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 following Government goals:

- Goal # 2: Education, goal # 5: Health, and goal # 6: Human Support Services and Housing from the *2008-11 Government of Alberta Strategic Business Plan*.
- Goal #1: Safe, innovative and cost-effective health and education infrastructure for Albertans from the Government of Alberta, *Infrastructure Business Plan 2008-11*.
- Various goals and strategies from the Government of Alberta, *Advanced Education and Technology Business Plan 2008-11*.
- *The Roles and Mandates Policy Framework for Alberta's Publicly Funded Advanced Education System, November 2007*.

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 affect on the University's growing capital infrastructure.

## 2.1 REVIEW OF PREVIOUS YEAR

With major announcements towards some of the University's top priority capital projects, this past year has seen a lot of construction take place on our campus. **The University is grateful for Government funding on these projects without which they would not have gone forward.** We feel strongly that these new capital projects are important to the Province and the people who live in Southern Alberta. We hope the Government will continue to support those initiatives in areas that benefit those seeking a higher education and the Province of Alberta.

### 2.1.1 Major Capital Projects

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

Alberta Water and Environmental Science Building (Phase 1): This water-related research and education facility was officially opened on November 13, 2008. The 5,419.9 gsm building, located in Exploration Place, will initially house 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.

The building is a partnership between the University and numerous provincial and federal research partners.

Construction funding for the project came from the Government of Alberta, through the ministries of Infrastructure and Advanced Education and Technology (\$22.5 million). Equipment funding was received from the federal Western Economic Diversification department (\$3 million). University allocations (\$1.15 million) and donations \$300,000 from corporations and individuals account for the total cost to build and equip the facility to date.

The Alberta Water and Environmental Science Building is a partnership between the University of Lethbridge and seven Provincial and Federal research partners including: Agriculture and Agri-Food Canada; Animal Diseases Research Institute; Health Canada; Environment Canada; Alberta Environment; Alberta Agriculture and Food; and the Alberta Irrigation Districts.

The design and construction of the Alberta Water and Environmental Science Building is focused on environmental responsibility and incorporating features that will maximize energy and water use while potentially shaping the future technologies and applications.

The building incorporates innovative water and energy conservation processes, including collecting rainwater in a basement cistern for use in toilets, natural airflow and more efficient air-conditioning/heating systems, and holding rainwater in retention ponds/wetlands and irrigation use. Water collected in a large pond outside the building

overflows into the storm sewer system if it reaches capacity. A large 'living wall' -- a three-storey vertical greenhouse -- provides for a unique internal green feature. The building design takes advantage of southern Alberta's abundant natural sunlight light to illuminate its public areas.

The building consists of 3 levels, with a basement level that will largely consist of the Aquatic Research Facility, a unique research area that will include many tanks for fish and other aquatic organisms and will permit detailed study of responses to environmental conditions, including response to stresses such as from rising temperature or from chemical pollutants.

The two main floors will support a mix of offices, meeting and class-rooms, and 'wet labs', those with extensive plumbing and servicing for experimental study of plants, animals and tissues, and dry labs that include computers and other electronic instruments for remote sensing and other fields of environmental research. The upper floor will also house the Analytical Lab that will contain the mass spectrometers and other specialized instruments that enable environmental science research.

Turcotte Hall expansion: A 3,012.6 gsm expansion was completed to Turcotte Hall this past year. This expansion allows all faculty and support units within the Faculty of Education to be within the same building. In addition, the bottom floor now accommodates the administrative functions of the Facilities Department that were moved out of the decommissioned service buildings. The University of Lethbridge provided all the funding for the project.

Markin Hall: 10,436 gsm located in central campus will house the Faculties of Health Sciences and Management. \$50 M was received from the Provincial Government for this project. \$15 M will be funded through a capital campaign and matching grants. Project completion in 2010 (See section 3.1.1 for project details).

Sports Field and Stadium Complex: Located in the south campus, this complex will consist of an artificial and natural turf field, a change room building, concession stand, bleachers and stadium lighting. Weather constraints and bidder commitments to other projects have placed this project behind schedule. Funding for the project is from the City of Lethbridge, donations and the University of Lethbridge. Project completion date is Summer 2009.

Daycare Facility: 418 gsm located in residence village will accommodate 54 childcare spaces. This facility will be accessible for use by University students, faculty and staff. Students, faculty and the University of Lethbridge provided funding for the project. Subject to construction tender approval, project completion date is scheduled for Fall 2009.



## 2.1.2 Other Capital Projects, Renovations and Repairs

1<sup>st</sup> Choice Savings Centre for Sport and Wellness: Major flooding on July 1<sup>st</sup>, 2008 resulted in severe damage to classrooms, offices, elevators, gymnasium (floor and bleachers) and the fitness centre. Repairs are ongoing, with the last (gymnasium main floor) repairs to be completed by summer 2009.

Dr. Foster James Penny Building: A 2,862.7 gsm building located in downtown Lethbridge was recently donated to the U of L. Space programming for the building will incorporate some of the needs for the Faculty of Health Sciences and the Faculty of Fine Arts thus creating a downtown presence. Renovations are currently underway with a portion of the building now open.

Counseling/Disability Resources: Rooms B760 / B7J2 located in University Hall are currently under renovations to make room for much needed testing facilities and offices. Project to be completed December 2008.

Prentice Institute: Renovations were made to space on level 11 of the Library building to accommodate the Prentice Institute for Global Population and Economy. The space consists of offices, reception area, Graduate Student workspaces and a Board/meeting room. Project was completed in October 2008.

Students' Union Building Level 0 Renovation: Various spaces were renovated to accommodate the International Centre for Students, the Health Centre, Academic Advising, and Student Liaison, Recruitment, Scholarships and Finance. Project was completed September 2008.

## 2.1.3 Funded Capital Projects Summary

The following table shows the funded capital projects, both completed and in progress over the last ten years. Over this ten-year period, the University funded 66% of the completed capital projects with 34% coming from government grants and research agencies. Of the two projects shown as in progress, 68% of the funding has come 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 for major capital projects.

TABLE 2: MAJOR CAPITAL PROJECTS FUNDING SOURCE SUMMARY

PROJECT	Completion Year	PROJECT COST	FUNDING SOURCES				TOTAL
			University	Donations	City of Leth	Government*	
<b>COMPLETED PROJECTS:</b>							
Hepler Hall	97/98	\$ 747,894	\$ 747,894	\$ -	\$ -	\$ -	\$ 747,894
Art Storage Vault	97/98	\$ 285,110	\$ 285,110	\$ -	\$ -	\$ -	\$ 285,110
PE Classroom Annex	98/99	\$ 1,107,750	\$ 1,107,750	\$ -	\$ -	\$ -	\$ 1,107,750
University Library	99/00	\$ 31,500,000	\$ 21,500,000	\$ 10,000,000	\$ -	\$ -	\$ 31,500,000
Library Storage Building	99/00	\$ 73,206	\$ 73,206	\$ -	\$ -	\$ -	\$ 73,206
Canadian Centre for Behavioural Neuroscience (CCBN)	01/02	\$ 8,681,828	\$ 872,365	\$ 2,325	\$ -	\$ 7,807,138	\$ 8,681,828
Student Housing Townhomes	03/04	\$ 5,825,249	\$ 5,825,249	\$ -	\$ -	\$ -	\$ 5,825,249
CCBN Expansion	05/06	\$ 3,225,664	\$ 1,059,500	\$ 300,000	\$ -	\$ 1,866,164	\$ 3,225,664
1st Choice Savings Centre for Sport & Wellness	05/06	\$ 31,000,000	\$ 20,355,000	\$ 5,345,000	\$ 5,300,000	\$ -	\$ 31,000,000
Parkway Service Complex	06/07	\$ 8,000,000	\$ -	\$ -	\$ -	\$ 8,000,000	\$ 8,000,000
Turcotte Hall Expansion	07/08	\$ 11,000,000	\$ 11,000,000	\$ -	\$ -	\$ -	\$ 11,000,000
Alberta Water & Environmental Science Bldg - Phase	07/08	\$ 26,950,000	\$ 4,450,000	\$ -	\$ -	\$ 22,500,000	\$ 26,950,000
		<b>\$ 128,396,701</b>	<b>\$ 67,276,074</b>	<b>\$ 15,647,325</b>	<b>\$ 5,300,000</b>	<b>\$ 40,173,302</b>	<b>\$ 128,396,701</b>
	% of Total Project Cost		52.4%	12.2%	4.1%	31.3%	100.0%
<b>PROJECTS IN PROGRESS:</b>							
Sports Stadium	09/10	\$ 11,200,000	\$ 4,120,000	\$ 1,350,000	\$ 3,730,000	\$ 2,000,000	\$ 11,200,000
Daycare Facility	09/11	\$ 2,000,000	\$ 1,320,000	\$ 680,000	\$ -	\$ -	\$ 2,000,000
Markin Hall	09/10	\$ 65,000,000	\$ 5,000,000	\$ 10,000,000	\$ -	\$ 50,000,000	\$ 65,000,000
		<b>\$ 78,200,000</b>	<b>\$ 10,440,000</b>	<b>\$ 12,030,000</b>	<b>\$ 3,730,000</b>	<b>\$ 52,000,000</b>	<b>\$ 78,200,000</b>
	% of Total Project Cost		13.4%	15.4%	4.8%	66.5%	100.0%

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

## 2.1.4 Highlights of Successes

2009-2013 Strategic Plan: The Updated Strategic Plan will be released in January 2009. There has been extensive consultation within the University community and external stakeholders in updating the plan. The updated plan will further strengthen 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."*

Government funding for Preservation Projects: Advanced Education and Technology 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.

Government funding for New Projects: Advanced Education and Technology provided funding in part for use on the following new projects:

- \$22.5 M for the Alberta Water & Environmental Science Building - Phase 1;
- \$50.0 M for Markin Hall to accommodate the Faculty of Health Sciences and the Faculty of Management.

Other funding received for Capital Projects: The University has received funding to develop new programs and research initiatives. They include:

- \$25,000 from the Alberta Government for the Aboriginal Student Support Project. As part of our capital priorities the University is also seeking funding for additional student residences on campus to provide much needed housing for aboriginal students.
- Dr. Bruce McNaughton was awarded \$10 M for the Polaris Award from the Alberta Heritage Foundation for Medical Research and it is projected that an additional \$10 M in matching grants will be received. He is one of the world's foremost brain scientists and will require a major renovation/addition to the Canadian Centre for Behavioural Neuroscience (CCBN) building located in Exploration Place.

## 2.2 CURRENT SITUATION

### 2.2.1 State of Assets

The University currently has 44 buildings on campus totaling 189,271.9 gsm and averaging 22 years of age. The following chart shows the breakdown by building age and area.

FIGURE 1: NUMBER OF BUILDINGS BY AGE

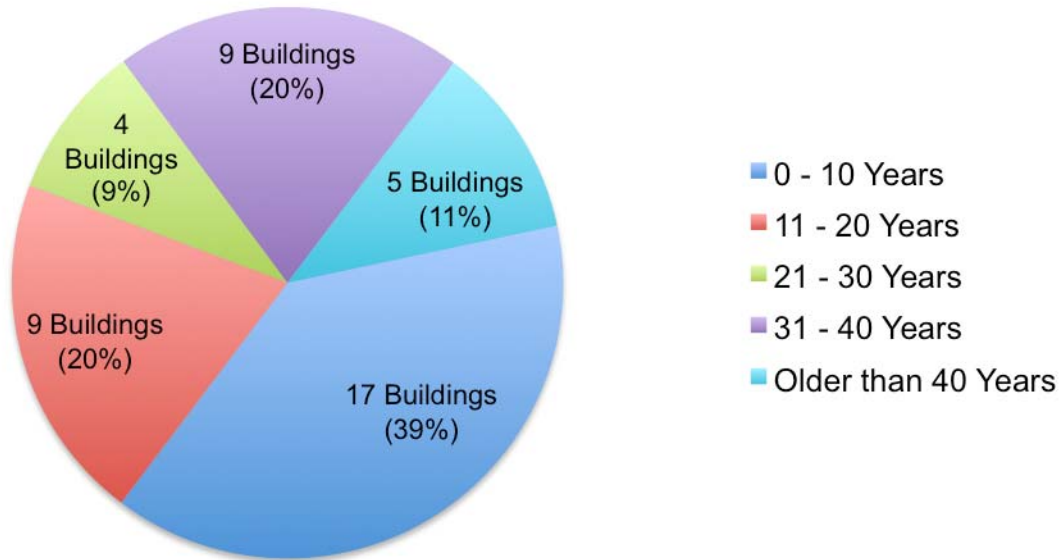
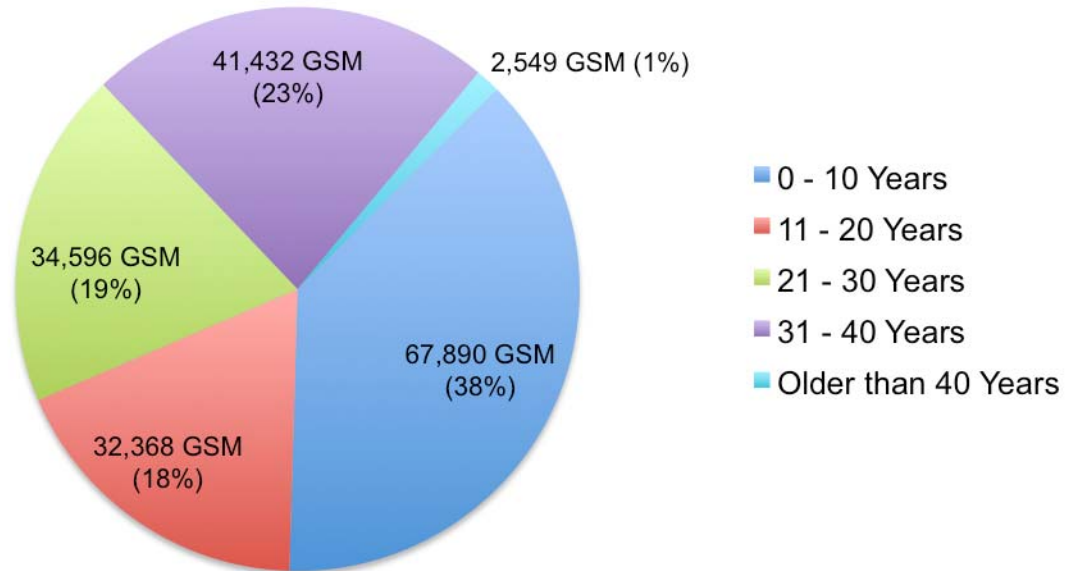


FIGURE 2: BUILDING GROSS SQUARE METRES (GSM) BY AGE



The following buildings were added over the past year:

- Parkway Service Complex (2,612 gsm);
- Dr. Foster James Penny Building (2,863 gsm);
- Alberta Water and Environmental Science Building (5,420 gsm);
- Turcotte Hall expansion (3,012.6 gsm).

The 10,436 gsm Markin Hall currently under construction, is expected to be completed in 2010. This building, located in central campus, will be the new home for the Faculty of Management and the Faculty of Health Sciences.

### 2.2.2 Deferred Maintenance

Over the past year Advanced Education and Technology has 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. Even with this recent Government funding the University has a Facility Condition Index (FCI) on all University buildings estimated at 13%.

**Please 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 in the 2006-07 APPA: The Association of Higher Education Facilities Officers report:

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

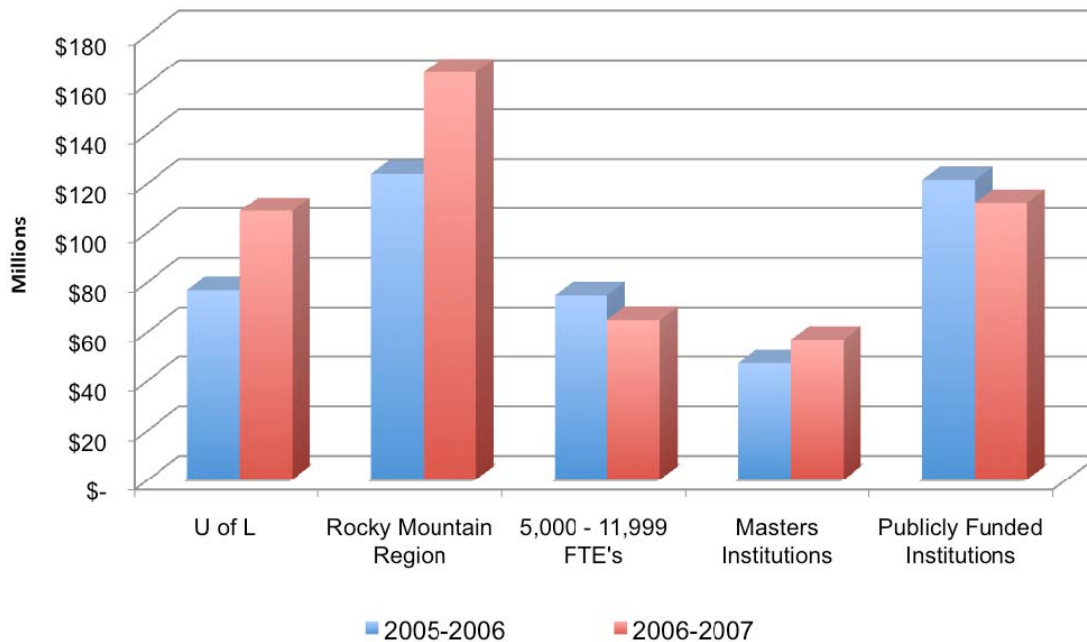


Figure 4 and 5 show the total deferred maintenance on University buildings from the BLIMS RECAP report, as of March 2008. Total deferred maintenance was estimated at \$130 M. It is estimated that approximately \$98 M deferred maintenance should be addressed between 2009 and 2012.

FIGURE 4: TOTAL DEFERRED MAINTENANCE ON UNIVERSITY BUILDINGS BY YEAR

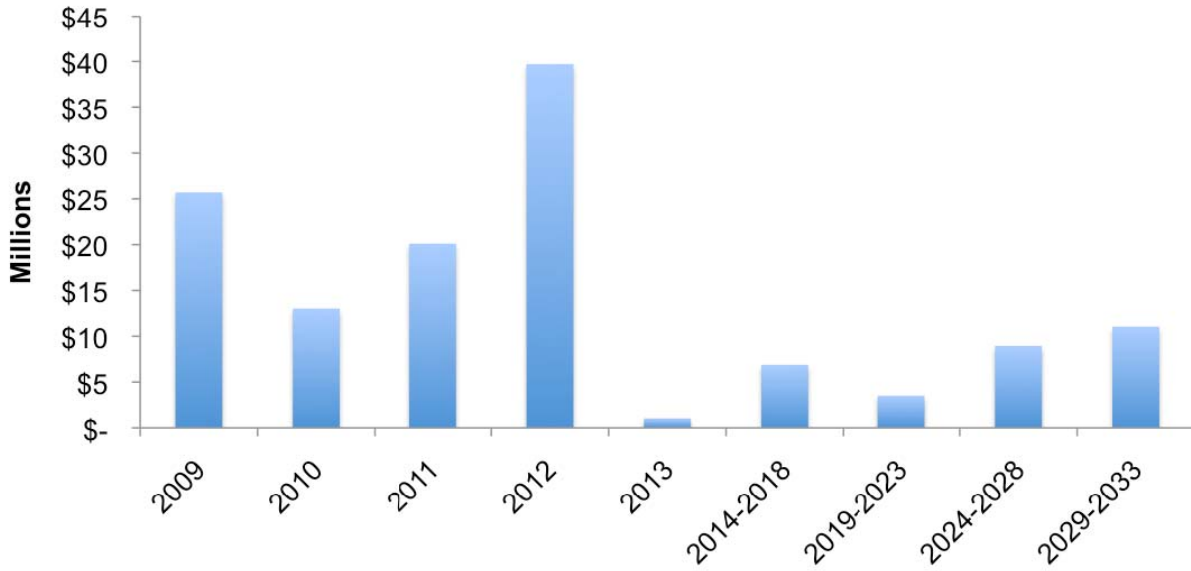
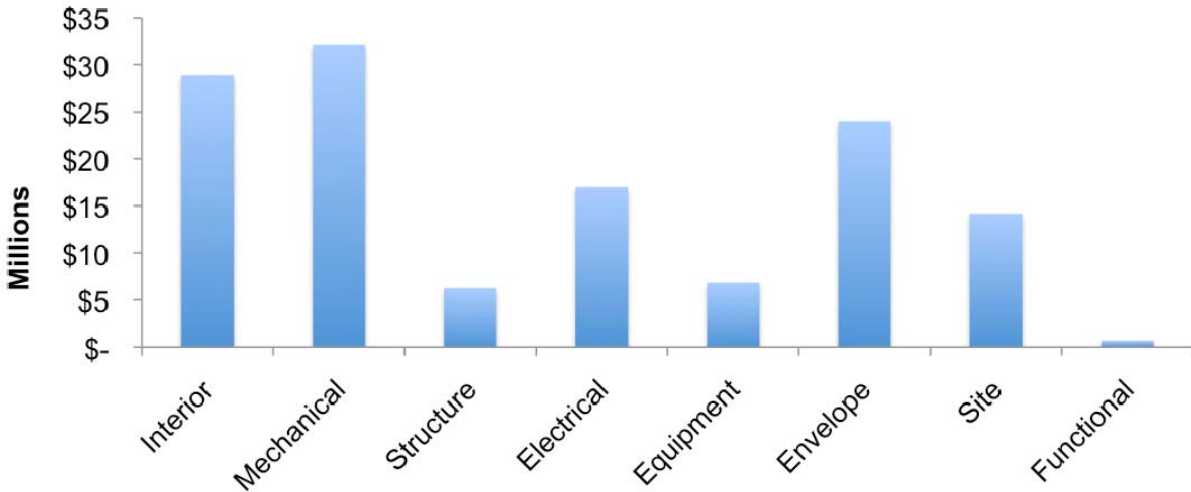


FIGURE 5: TOTAL DEFERRED MAINTENANCE ON UNIVERSITY BUILDINGS BY TYPE

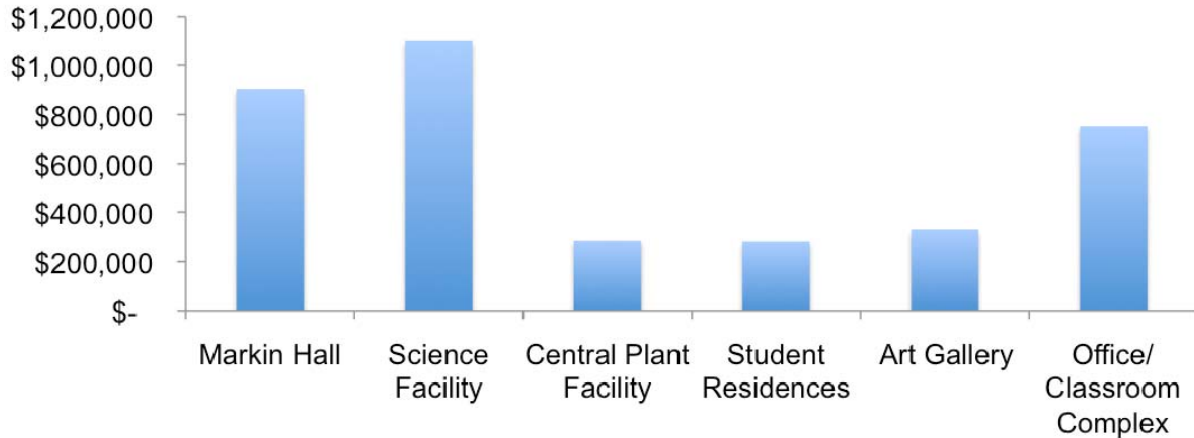


**The University is grateful to Advanced Education and Technology and Alberta Infrastructure for providing funding support to help deal with these deficiencies. It continues to be a challenge to meet these escalating deficiencies.**

### 2.2.3 Lights-on Funding

The University's Capital Plan includes the creation or expansion of the following major capital projects over the next five years: Markin Hall; Science Facility; Central Plant Facility; Student Residences; Art Gallery; and an Office/Classroom Complex. It is estimated that \$3.6M in lights-on funding will be required to maintain these facilities once they are completed.

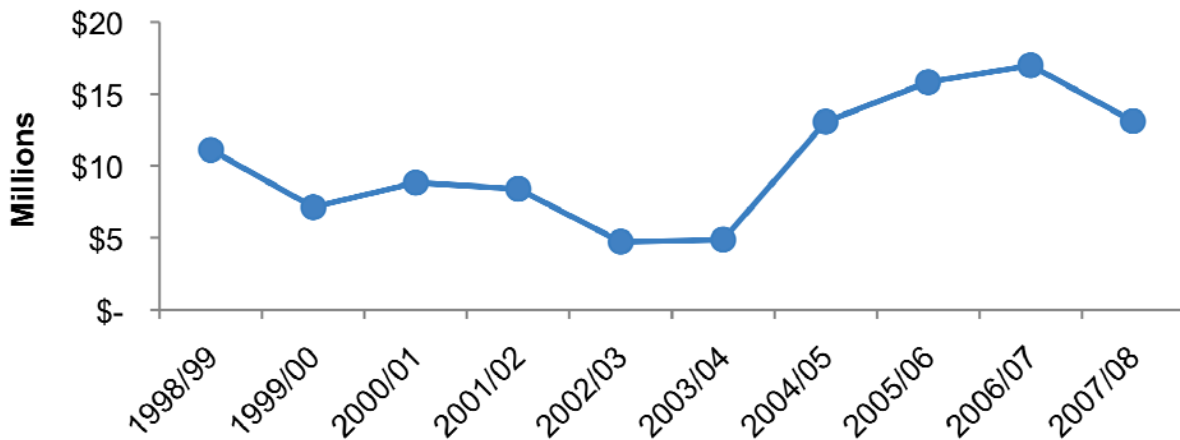
FIGURE 6: LIGHTS-ON FUNDING FOR MAJOR CAPITAL PROJECTS



### 2.2.4 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. In 1998/99 and 1999/2000, \$3 million was used from the capital reserves for the new Library building. 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 7: TEN-YEAR CAPITAL RESERVE BALANCES



## 2.2.5 Project Cost Escalations

Future cost escalations will 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 the current escalation of construction costs. Five years from the total Expansion and New Projects budget is estimated to be \$256 - \$424 million more and in ten years \$668 - \$1,277 million more than the current estimated construction costs.

TABLE 3: FUTURE CONSTRUCTION COST ESCALATIONS (IN THOUSANDS)

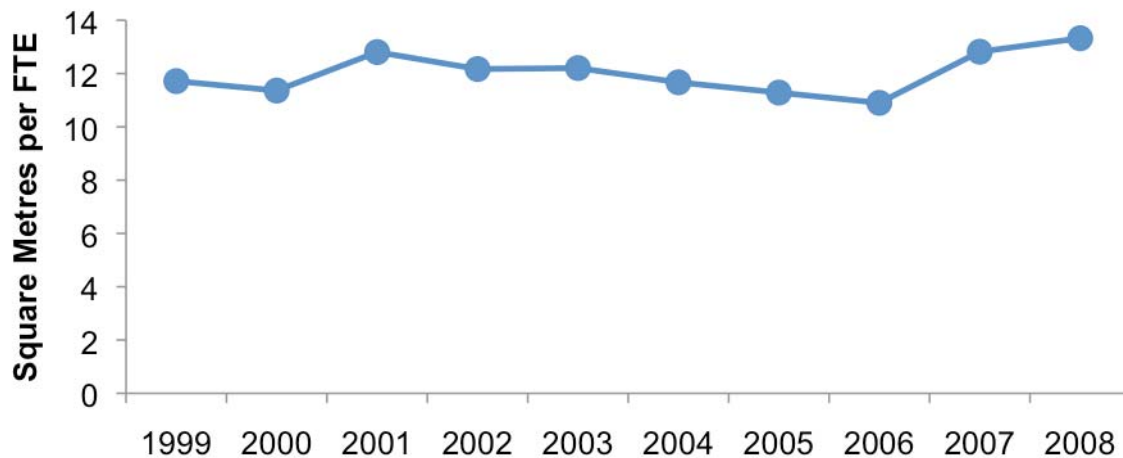
Top Priority New and Expansion Projects	Project Cost (December 2008)	Over 1 Year		Over 5 Years		Over 10 Years		
		10%	15%	10%	15%	10%	15%	
<b>New Projects</b>								
Science Facility	\$ 224,453	246,898	258,121	361,483	451,455	582,173	908,037	
Central Plant Facility	\$ 29,927	32,920	34,416	48,198	60,194	77,623	121,072	
Daycare Facility	\$ 2,000	2,200	2,300	3,221	4,023	5,187	8,091	
Health Sciences - Simulation Suite	\$ 1,247	1,372	1,434	2,008	2,508	3,234	5,045	
Distributed Learning Centre	\$ 1,308	1,439	1,504	2,107	2,631	3,393	5,292	
Research Transition Facility	\$ 10,000	11,000	11,500	16,105	20,114	25,937	40,456	
Student Residences	\$ 13,218	14,540	15,200	21,287	26,586	34,284	53,473	
Art Gallery	\$ 30,000	33,000	34,500	48,315	60,341	77,812	121,367	
Office/Classroom Complex	\$ 74,818	82,299	86,040	120,494	150,485	194,058	302,679	
<b>Expansion Projects</b>								
CCBN Expansion	\$ 10,000	11,000	11,500	16,105	20,114	25,937	40,456	
Alberta Water & Environmental Sciences Building - Phase 2	\$ 8,400	9,240	9,660	13,528	16,895	21,787	33,983	
Alberta Water & Environmental Sciences Building - Phase 3	\$ 14,000	15,400	16,100	22,547	28,159	36,312	56,638	
<b>Total Capital Cost</b>	<b>\$ 419,370</b>	<b>\$ 461,307</b>	<b>\$ 482,276</b>	<b>\$ 675,400</b>	<b>\$ 843,503</b>	<b>\$ 1,087,738</b>	<b>\$ 1,696,586</b>	
<b>Change in Cost</b>	<b>\$ -</b>	<b>\$ 41,937</b>	<b>\$ 62,906</b>	<b>\$ 256,030</b>	<b>\$ 424,133</b>	<b>\$ 668,368</b>	<b>\$ 1,277,216</b>	



## 2.2.6 Space

Over the last few years the University has seen a 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 8: NET ASSIGNABLE SPACE PER FTE



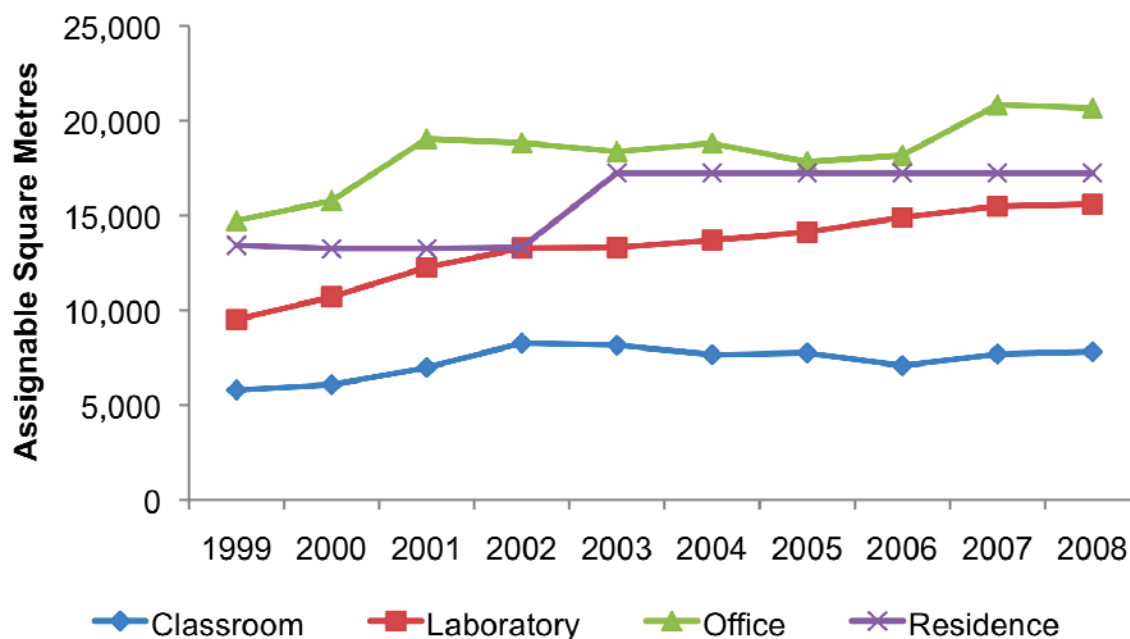
The majority of space additions over the past ten years were for the 1<sup>st</sup> Choice Savings Centre for Sport and Wellness, the expansion to Turcotte Hall, Library Building and classrooms and offices. There continues to be a critical need for offices and labs for faculty members. There are many faculty members sharing offices or working at home. The addition of Markin Hall in 2010 and renovations to the vacated spaces in University Hall and Anderson Hall will provide much needed additional space to accommodate our current enrolment and faculty needs.

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

- Classrooms;
- Laboratory;
- Offices;
- Residences.

Figure 9's graph shows the assignable space by use category over the past 10 years.

FIGURE 9: NET ASSIGNABLE SPACE BY CATEGORY



## 2.2.7 Technology

There is an increasing dependency on technology by all University stakeholders. This requires appropriate facilities such as primary and secondary data centres with backup power and air-conditioning to ensure 24-7-365 access to technology services.

Cyber infrastructure, or technical infrastructure required by researchers, is also growing. The University currently houses a 5.05 Teraflop High Performance Computing (HPC) Cluster for research purposes. We expect to be required to house several similar HPC systems and other Cyber infrastructure over the next few years requiring additional data centres or the expansion of existing centres.

Access to these technical services in the data centres requires a robust and redundant network for delivery. The core and secondary networks run essential services such as telephone and security systems. Fibre networks between buildings must be redundant to ensure service is not interrupted. We have installed some redundancy and, as the campus grows, need to add additional redundancy.

Wireless networks are also becoming increasingly important to the University. We need to increase the number of locations wireless is available, add capacity to existing locations to handle the large number of users, and increase the data transfer speed as new standards are available (i.e. move from 802.11b (11 Mbps) to 802.11g (55 Mbps) to 802.11n (100 Mbps)).

## 2.2.8 Facility Performance Indicators

The University continues to perform well when comparing data from the APPA survey. 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. The graphs below show how the University's maintenance and operations compare to other institutions.

FIGURE 10: EXPENDITURES ON GROUNDS (\$/ACRE)

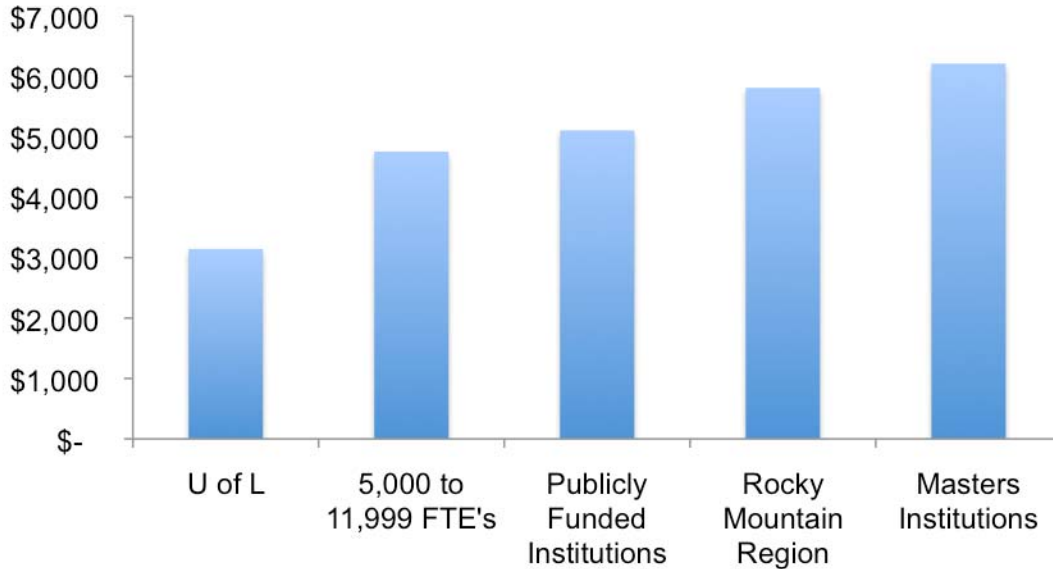


FIGURE 11: OPERATING COSTS PER GROSS SQUARE FOOT

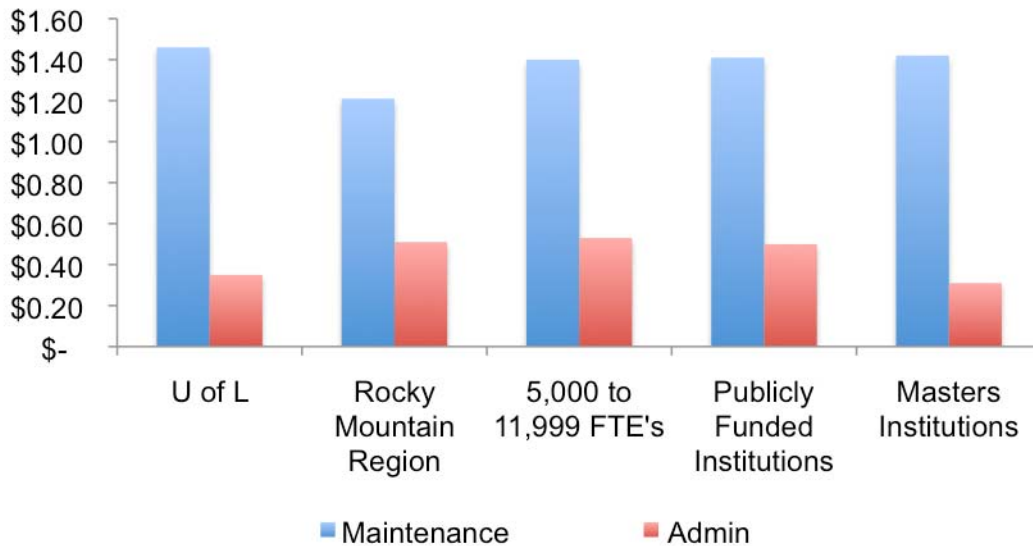


FIGURE 12: MAINTENANCE COSTS PER STUDENT

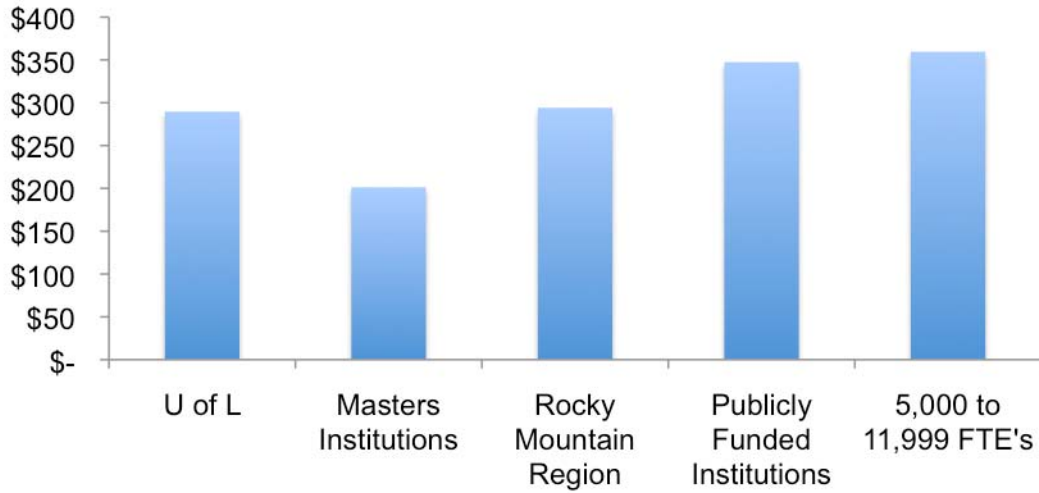


FIGURE 13: CUSTODIAL COSTS PER STUDENT

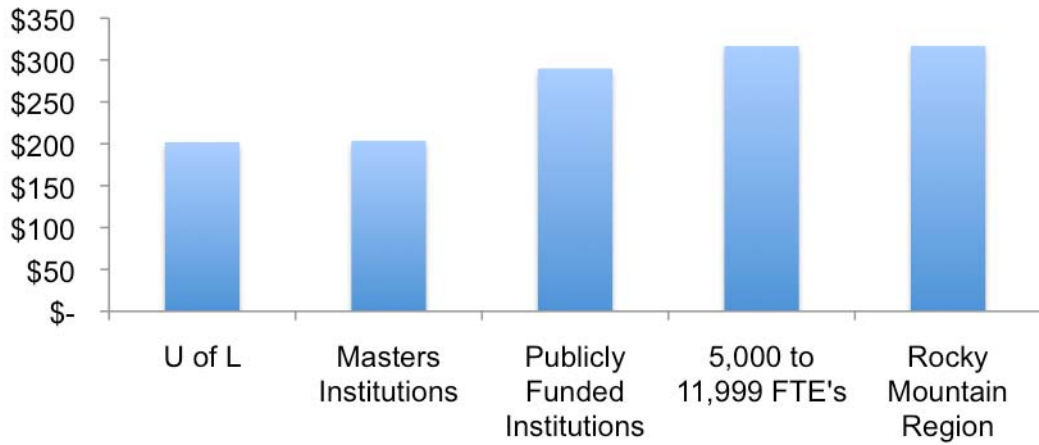
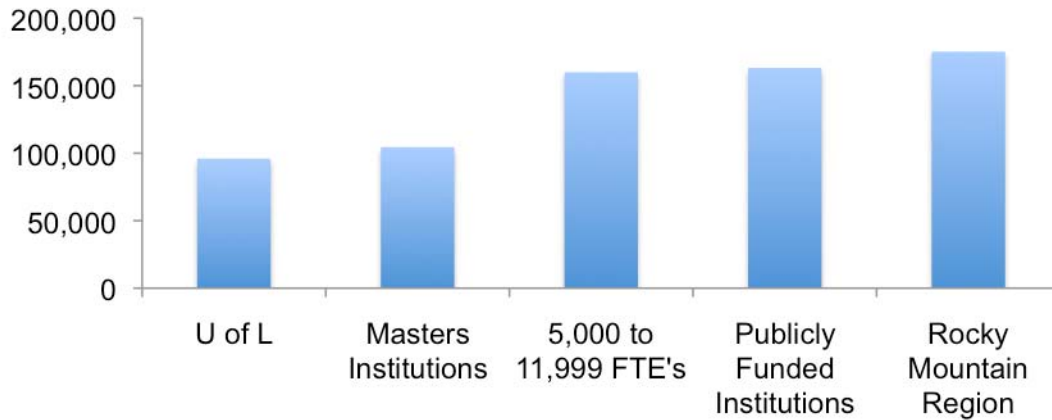


FIGURE 14: ENERGY CONSUMPTION (BTU's/GSF)



## 2.2.9 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:

- Alberta's economic strength over the past several years has influenced student enrolments, recruitment of qualified staff and increased construction costs for capital infrastructure.
- Enrolments of undergraduate students have dropped slightly due to the economy, reduced student demographics and increased competition from newly mandated degree-granting institutions. The University's Strategic Plan will address the recruitment and retention of both students and staff.
- Renovation and new construction projects continue to face large escalation costs. 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 *Advanced Education and Technology business plans* will continue to influence the University's capital planning process.
- The new roles and mandates for post-secondary institutions in Alberta will provide greater guidance to the University in setting its goals as a comprehensive institution.
- 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.

## 3.0 THE PLAN

The University of Lethbridge annually reviews its capital plan and selects priority capital projects that best meets the goals and needs of the University while corresponding strongly to Government business plans and priorities.

### 3.1 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”, “New” or “Expansion”. The following chart shows the University’s priority capital projects for the years 2009-2018.

TABLE 4: PRIORITY CAPITAL PROJECTS

		Estimated Project Cost (Dec 2008 dollars)
<b>New Facility Projects</b>		
1 Science Complex		
- Science Facility	224,452,800	
- Central Plant Facility	<u>29,927,040</u>	254,379,840
2 Daycare Facility		2,000,000
3 Health Sciences - Simulation Suite		1,246,960
4 Distributed Learning Centre		1,308,000
5 Research Transition Facility		10,000,000
6 Student Residences		13,217,776
7 Office/Classroom/Cultural Centre		
- Art Gallery	30,000,000	
- Office/Classroom Complex	<u>74,817,600</u>	104,817,600
<b>Total New Facility Projects</b>		<b>\$ 386,970,176</b>
<b>Expansion Projects</b>		
1 Canadian Centre for Behavioural Neuroscience (CCBN) expansion		10,000,000
2 Alberta Water & Environmental Sciences Building - Phase 2		8,400,000
3 Alberta Water & Environmental Sciences Building - Phase 3		14,000,000
<b>Total Expansion Projects</b>		<b>\$ 32,400,000</b>
<b>Preservation Projects</b>		
1 University Hall Renovations - vacated Faculty of Management space		7,314,925
2 Anderson Hall Renovations - vacated Faculty of Health Sciences space		1,973,886
3 Dr. Foster James Penny Building Upgrades (downtown facility)		6,133,158
4 Physical Education Building Upgrades		5,539,153
5 Tunnel & South Plaza Replacement		3,161,000
<b>Total Preservation Projects</b>		<b>\$ 24,122,122</b>
<b>TOTAL PRIORITY CAPITAL PROJECTS</b>		<b>\$ 443,492,298</b>
<b>Projects in Progress</b>		
1 Markin Hall (for Health Sciences & Management)		65,000,000
2 Deferred Maintenance Projects		18,415,000
3 Sports Field and Stadium		11,200,000
<b>Total Projects in Progress</b>		<b>\$ 94,615,000</b>

**Note:** Estimated Project costs are in current dollars (December 2008) and will be adjusted depending on construction start dates.

### 3.1.1 Capital Project Details

#### Markin Hall (for Health Sciences and Management) – project in progress

The Markin Hall project is currently under construction with scheduled completion date in summer 2010. Advanced Education & Technology has confirmed funding of this project of \$50 million, with the balance of the funding to be obtained through fundraising efforts and matching grants.

The need for this project is a result of the Faculty of Health Sciences and the Faculty of Management growing 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. The School of Health Sciences is expected to grow considerably over the next few years due to the addition of new programs and the demand for health related education. The new facility is 9638 square meters.

PROJECT BUDGET	<u>\$ 65,000,000</u>
Funding Sources	
Provincial Government	50,000,000
Fundraising	10,000,000
Matching Grants	<u>5,000,000</u>
TOTAL FUNDING	<u>\$ 65,000,000</u>

#### Sports Field and Stadium Project– project in progress

In April 2005, the City of Lethbridge examined the need and demand for 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. The City of Lethbridge has partnered with the University and is contributing \$3.73 million towards the project. The University has received a \$2 million grant from the Major Communities Facilities Program (MCP) and is funding the remainder of the project with external fundraising efforts and University funds. This multipurpose complex will meet the needs for track and field, rugby, football, intramurals and other University and city athletic programs.

PROJECT BUDGET	<u>\$ 11,200,000</u>
Funding Sources	
University Funds	4,120,000
MCP Grant	2,000,000
City of Lethbridge	3,730,000
Fundraising	<u>1,350,000</u>
TOTAL FUNDING	<u>\$ 11,200,000</u>

## Science Facility

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 which it was created for, especially when converting space for research labs. 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. Due to the constraints of University Hall, it also may be impossible to convert the space into research labs as the facility has inherent constraints due to, for examples, the mechanical/electrical issues of the building, the vibrating of the building for sensitive research equipment and the floor loading restrictions. 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 and to adapt to the comprehensive institution with more emphasis on graduate student education, the U of L requires new facilities that will provide more dedicated space for these programs and functions. Some research facilities that are in the planning stages include laboratory and research spaces for Biochemistry, Chemistry, Physics, Geography and Kinesiology. These facilities would increase the capacity for training by providing space for principal investigators, new graduate and undergraduate students, and technical support personnel.

### **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, and would require extensive renovations to accommodate the comprehensive university mandate.
- 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 Facility 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.



ESTIMATED PROJECT COST	<u>\$ 224,452,800</u>
Proposed Funding Sources	
Provincial Government	<u>\$ 224,452,800</u>

**Note: This Science Facility must be built in conjunction with a second Central Plant Facility.**

Central Plant Facility

The University's existing central plant facility has the capacity to handle the new Alberta Science and Environmental Science Building, Markin Hall and the Sports Field and Stadium. Any additional new future facilities will require the addition of another central plant facility to accommodate their infrastructure needs.

ESTIMATED PROJECT COST	<u>\$ 29,927,040</u>
Proposed Funding Sources	
Provincial Government	<u>\$ 29,927,040</u>

**Note: This Facility is a requirement of the new Science Facility.**

Daycare Facility

Available daycare services within the City of Lethbridge are in short supply, with families often being placed on waitlists for a childcare space for an extended period of time. The University is proposing to build a daycare facility that can accommodate 54 childcare spaces to be located in the residence village. This 418-gsm facility will be accessible for use by University students, faculty and staff. Students, faculty and the University of Lethbridge have provided funding for the \$ 2 million project. Subject to construction tender approval, project completion date is scheduled for Fall 2009.

ESTIMATED PROJECT COST	<u>\$ 2,000,000</u>
Funding Sources	
University Funds	1,320,000
Faculty/Students	680,000
TOTAL PROPOSED FUNDING	<u>\$ 2,000,000</u>

## Health Sciences High-Fidelity Simulation Suite

Simulation of patient care situations is a foundational approach to teaching baccalaureate nursing students the physical nursing skills that will be required of them as a practicing nurse, while assessing their knowledge base and the ability to critically apply this knowledge in clinical decision making. Traditionally, low-fidelity nursing skills laboratories have been used by nursing programs, to teach nursing students skills such as physical assessment, injections, nasogastric tube insertion and management, urinary catheterization, intravenous management, central line care, tracheostomy care and many others. Although this continues to be a beneficial learning experience, and the Nursing Education in Southwestern Alberta (NESA) program has plans to create such lab spaces on the University of Lethbridge campus in the near future, the mannequins utilized in this type of nursing skills laboratory are non-interactive and do not always approximate the experience of caring for a living, breathing, and feeling human being. The NESA program has been a partner with Lethbridge College, The Chinook Health region, and the City of Lethbridge in the high-fidelity simulation lab called SPHERE (Simulated Patient Health Environment for Research and Education) that is currently housed at Lethbridge College, and has utilized this resource for the support of acute care clinical courses in particular, and occasionally for community health clinical courses. This has been an excellent adjunct learning experience for the students which provides a much more realistic client interaction and enhances the ability to develop critical clinical decision making in the student nurses. With the growing numbers of students in the NESA program and the proposed addition of an after degree baccalaureate degree in nursing program however, SPHERE is stretched beyond its existing capacity and access to this lab is frequently a scheduling challenge. It would be beneficial to establish a Health Sciences – High-Fidelity Simulation Suite on the University of Lethbridge Campus for the use of third and fourth year NESA students. This facility requires approximately 1,850 square feet.

ESTIMATED PROJECT COST	<u>\$</u> 1,246,960
Proposed Funding Sources	
Provincial Government	<u>\$</u> 1,246,960

## Distributed Learning Centre

The University of Lethbridge is actively working towards the adoption of 21st century learning systems and technologies. One of the central strategies involves providing support for blended learning opportunities across all programs of instruction and research environments at the University. We use “blended learning” to mean the application of both physical and virtual learning methodologies to facilitate learning. The goals are twofold: to accommodate a variety of learning styles; and to provide increased access to learning opportunities. In doing so, we can both support the individual learning needs of those who are taking courses on our campus as well as provide learning opportunities to those who are unable to physically attend the campus.

If we are to engage in blended learning in a substantive way, we will need dedicated physical space in the form of a “Distributed Learning Centre” (DLC) (also called a “Blended Learning Centre”). The DLC would represent a significant enhancement to the activities currently being conducted through the Curriculum Development Resource Centre (CDRC), and would include space for the following:

- Enhanced video-conferencing facilities. A key part of the business model, particularly for faculties such as Management and Education, is the capacity to deliver high quality classroom experiences to learners in multiple locations off campus. This would mean building additional large-group videoconference suites, as well as creating a number of smaller rooms (seminar-sized rooms that would accommodate up to 20 people). Furthermore, consolidating these facilities into one physical area would reduce maintenance and monitoring costs, and enable specialized equipment to be easily moved from one space to another, as needed.
- Dedicated production rooms. A key component of blended learning is the development and provision of “learning objects” that learners can access and use as needed. Examples of learning objects include pod-casts, web-based units of instruction, video clips, etc. The production of these learning objects requires labs capable of producing audio (such as pod-casts) and video (such as short video-clips, samples of lectures or talks, or demonstrations) clips. These learning objects may be used in formal settings (e.g., for the delivery of specific components of instructional programs) or for supporting learning (e.g., on-line study skills, writing assistance, study groups, etc.).
- Web design and interface lab. One of the hallmarks of 21<sup>st</sup> century learning is the use of the web to create communities of learning. This movement is often referred to as “Web 2.0”. The first generation of web design focused on the effective and engaging delivery of information and material to web users. The second generation is much more participatory, and relies on the creation of web communities. The DLC would need to provide standard office space for website design and maintenance; these would be the people who develop the blogs, maintain the discussion forums, monitor the community user-spaces, etc.

- User support space. Although highly effective blended learning environments are straight-forward and easy for people to use, there is a need to provide technical support so that the primary users (faculty and students) are free to concentrate on the material and processes, and do not have to focus on the technical issues related to program delivery or access.

ESTIMATED PROJECT COST	<u>\$ 1,308,000</u>
Proposed Funding Sources	
Provincial Government	<u>\$ 1,308,000</u>

### Research Transition Facility

The *Roles and Mandates Framework for Alberta's Provincially Funded Research and Innovation System Consultation* calls for increased support for knowledge-based industries. The development of commercialization support provider services would stimulate innovation and commercialization. A regional centre is congruent with this vision. The University of Lethbridge is well suited to accommodate such a facility on its campus and would promote the research innovation mandate of the Province.

ESTIMATED PROJECT COST	<u>\$ 10,000,000</u>
Proposed Funding Sources	
Provincial Government	<u>\$ 10,000,000</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	<u>\$ 13,217,776</u>
Proposed Funding Sources	
Financing, supported by housing rents	<u>\$ 13,217,776</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.

The Cultural Centre (Art Gallery and Office/Classroom Complex) will also include a First Nations, Métis and Inuit (FNMI) social/cultural space. The University is committed through its strategic plan to enhancing the experience for FNMI students and to develop programming niches at the undergraduate and graduate levels (e.g., M.Ed. FNMI).

ESTIMATED PROJECT COST	<u>\$ 30,000,000</u>
Funding Sources	
Provincial Government	5,000,000
Research Agencies	10,000,000
Fundraising	<u>15,000,000</u>
TOTAL FUNDING	<u>\$ 30,000,000</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 the student population and associated faculty offices and research space.

ESTIMATED PROJECT COST	<u>\$ 74,817,600</u>
Proposed Funding Sources	
Provincial Government	<u>\$ 74,817,600</u>

### Expansion of Canadian Centre for Behavioural Neuroscience Building (CCBN)

One of the world's foremost brain scientists, Dr. Bruce McNaughton, has moved his research program from the University of Arizona to the Canadian Centre for Behavioural Neuroscience (CCBN) at the University of Lethbridge. McNaughton is the first scientist to win Alberta's AHFMR (Alberta Heritage Foundation for Medical Research) Polaris Award, the richest health research award in Canada. His research focuses on how brain cells process information and form memories, and how those processes are altered by aging, trauma or substance abuse.

The Alberta government investment of \$10 million, through the Alberta Heritage Foundation for Medical Research (AHFMR), has been matched by the University of Lethbridge and the Informatics Circle of Research Excellence (iCORE) for a total investment of \$20 million into McNaughton's research and the CCBN.

In order to allow Dr. McNaughton to carry out his research, renovations and an addition to CCBN will be required to provide appropriate research space. Estimated project cost of the renovations and facility addition is \$10 M.

ESTIMATED PROJECT BUDGET	<u>\$10,000,000</u>
Funding Sources	
University Funds	2,072,593
CFI (Canada Foundation for Innovation) grant	3,243,206
Provincial Research Agencies	3,243,206
In-Kind donations	<u>1,440,995</u>
TOTAL FUNDING	<u>\$ 10,000,000</u>

### Alberta Water and Environmental Science Building (AWESB) – Phase 2 and 3

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 (1200 gsm) is for future growth of the base program and Phase 3 (2000 gsm) is planned to accommodate externally funded programs.

	PHASE 2	PHASE 3
ESTIMATED PROJECT COST	<u>\$ 8,400,000</u>	<u>\$ 14,000,000</u>
Proposed Funding Sources		
Provincial and Federal Government	<u>\$ 8,400,000</u>	<u>\$ 14,000,000</u>

### University Hall and Anderson Hall Renovations

The Faculty of Management is currently housed in University Hall and the Faculty of Health Sciences in Anderson Hall. These two faculties will be moving into the newly constructed Markin Hall in 2010. This will necessitate reconfiguring the vacated spaces in University Hall and Anderson to accommodate new functions and programs. The University is currently in the process of evaluating program and function needs which can be accommodated in the vacated spaces.

### Dr. Foster James Penny Building Upgrades

The University was donated a building in downtown Lethbridge in 2007. The building is in good physical condition although there are some renovations that will be required in order to bring the building up to current building codes and to facilitate University use of the space. The University intends to put Faculty of Fine Arts programming, including student artwork exhibits and possibly Faculty of Health Sciences Community Wellness programming into the facility. The general consensus for use of the building is to connect with the Lethbridge community.

### Physical Education Building Upgrades

The 1<sup>st</sup> Choice Savings Centre for Sport and Wellness was added on and attached to the existing Physical Education Building, which is approximately 40 years old. Some of the old facility was not renovated with the new building addition and thus needs to be upgraded.

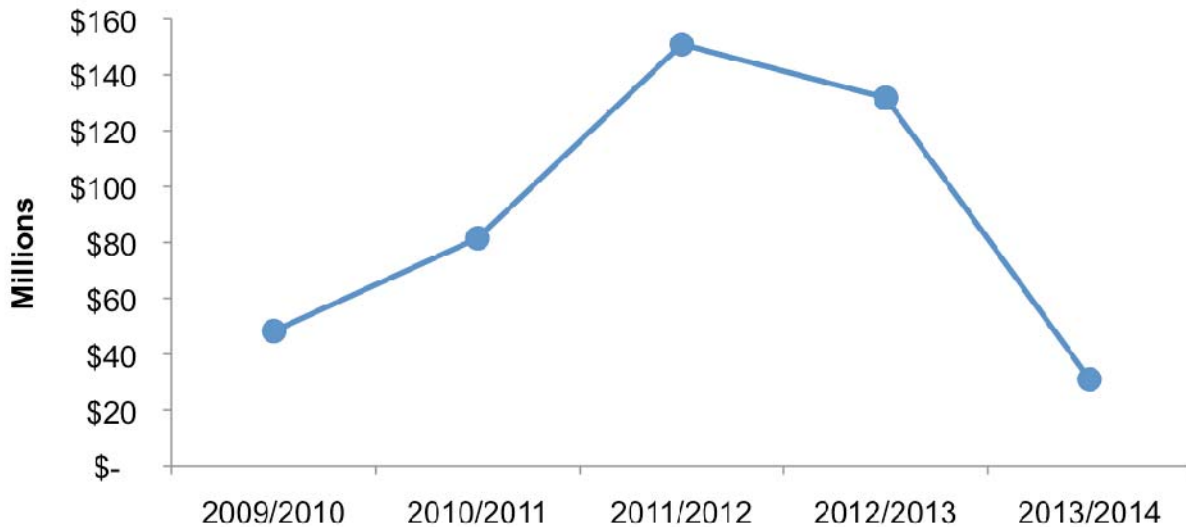
### Tunnel and South Plaza Replacement

The tunnel connecting the 1<sup>st</sup> Choice Savings Centre and the University Library was constructed in 1971 and the south plaza above the tunnel was constructed in 1990. Both need major repairs or replacement due to their poor condition.

### 3.2 CAPITAL BUDGET AND FORECAST

Over the next 5 years the University proposes to significantly expand its facilities. This campus expansion consists primarily of a new Science Complex, Office/Classroom/Cultural complex, all supported by a new Central Plant Facility. Figure 15 shows the capital forecast over this time. See Appendix A for more details.

FIGURE 15: FIVE-YEAR CAPITAL FORECAST

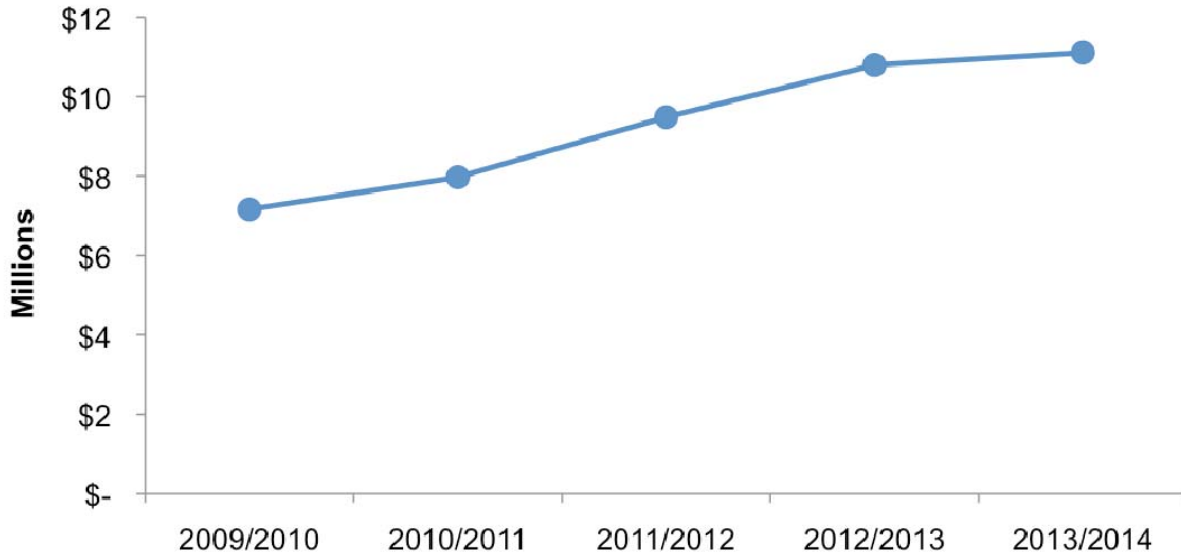


As the University continues to expand its capital infrastructure so does its deferred maintenance concerns. Deferred maintenance costs continue to be an outstanding issue for the University. **The University is grateful to Alberta Infrastructure and Transportation for the one-time deferred maintenance grants received in 2007-08 of \$25.915 Million, which will significantly contribute 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 \$4 Million over the annual current funded levels. See Appendix A for details.

FIGURE 16: 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

## Appendix A – 10-Year Capital Forecast

	Estimated Project Cost	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	Total
<b>New Facility Projects</b>												
Science Facility	\$ 224,453		50,000	124,453	50,000							224,453
Central Plant Facility	\$ 29,927			10,000	19,927							29,927
Daycare Facility	\$ 2,000	2,000										2,000
Health Sciences - Simulation Suite	\$ 1,247		1,247									1,247
Distributed Learning Centre	\$ 1,308			1,308								1,308
Research Transition Facility	\$ 10,000	10,000										10,000
Student Residences	\$ 13,218	9,000	4,218									13,218
Art Gallery	\$ 30,000			5,000	15,000	10,000						30,000
Office/Classroom Complex	\$ 74,818			7,000	46,818	21,000						74,818
	<b>\$ 386,970</b>	<b>\$ 21,000</b>	<b>\$ 55,465</b>	<b>\$ 147,761</b>	<b>\$ 131,745</b>	<b>\$ 31,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 386,970</b>
<b>Expansion Projects</b>												
Canadian Centre for Behavioural Neuroscience (CCBN) expansion	\$ 10,000	10,000										10,000
Alberta Water & Environmental Sciences Building - Phase 2	\$ 8,400	8,400										8,400
Alberta Water & Environmental Sciences Building - Phase 3	\$ 14,000		14,000									14,000
	<b>\$ 32,400</b>	<b>\$ 18,400</b>	<b>\$ 14,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 32,400</b>
<b>Preservation Projects</b>												
University Hall Renovations - vacated Faculty of Management space	\$ 7,315		7,315									7,315
Anderson Hall Renovations - vacated Faculty of Health Sciences space	\$ 1,974		1,974									1,974
Dr. Foster James Penny Building Upgrades (downtown facility)	\$ 6,133	6,133										6,133
Physical Education Building Upgrades	\$ 5,539	2,770	2,770									5,539
Tunnel & South Plaza Replacement	\$ 3,161			3,161								3,161
	<b>\$ 24,122</b>	<b>\$ 8,903</b>	<b>\$ 12,058</b>	<b>\$ 3,161</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 24,122</b>
<b>TOTAL CAPITAL PROJECTS</b>	<b>\$ 443,492</b>	<b>\$ 48,303</b>	<b>\$ 81,523</b>	<b>\$ 150,922</b>	<b>\$ 131,745</b>	<b>\$ 31,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 443,492</b>
<b>PROPOSED CAPITAL PROJECTS FUNDING</b>												
Provincial Capital Funding Request		17,303	77,305	140,922	131,745	31,000						398,275
Other Funding Sources		9,000	4,218	10,000								23,218
		<b>26,303</b>	<b>81,523</b>	<b>150,922</b>	<b>131,745</b>	<b>31,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>421,492</b>
<b>DEFERRED MAINTENANCE</b>												
Buildings Capital Asset Replacement Value (\$000)	\$ 667,290	715,593	797,116	948,038	1,079,782	1,110,782	1,110,782	1,110,782	1,110,782	1,110,782	1,110,782	
Annual Deferred Maintenance Requirement (1% of building capital asset value)		<b>7,156</b>	<b>7,971</b>	<b>9,480</b>	<b>10,798</b>	<b>11,108</b>	<b>11,108</b>	<b>11,108</b>	<b>11,108</b>	<b>11,108</b>	<b>11,108</b>	<b>90,944</b>
<b>ANNUAL PROVINCIAL CAPITAL REQUIREMENT REQUEST</b>												
New Capital Funding Request		17,303	77,305	140,922	131,745	31,000	-	-	-	-		398,275
Annual Deferred Maintenance Request		7,156	7,971	9,480	10,798	11,108	11,108	11,108	11,108	11,108	11,108	102,052
<b>TOTAL</b>		<b>24,459</b>	<b>85,277</b>	<b>150,402</b>	<b>142,542</b>	<b>42,108</b>	<b>11,108</b>	<b>11,108</b>	<b>11,108</b>	<b>11,108</b>	<b>11,108</b>	<b>500,327</b>

Appendix B – Capital Maintenance Budget 2009-10

**Source of Funds**

Infrastructure Maintenance Program (IMP) Grant		\$	2,043,055
Alberta Infrastructure & Transportation			5,830,440
University - annual operating budget contribution			300,000
University Reserves			
Parking	150,000		
Housing	35,000		185,000
<b>Total Funds Required</b>		<b>\$</b>	<b>8,358,495</b>

**Proposed Capital Expenditures**

Aperture Park			35,000
Campus Wide (Interior)			258,000
Central Plant			57,000
1st Choice Savings Centre			21,500
Gushul Studio			27,320
Hepler Hall			25,000
University Library			160,000
Service Buildings			449,000
Site Systems			158,500
Students' Union Building			55,000
University Centre for the Arts			960,835
University Hall			6,151,340
<b>Total Proposed Capital Expenditures</b>		<b>\$</b>	<b>8,358,495</b>

## Appendix C – Capital Budget (thousands \$)

	2009-10 Approved Budget	2010-11 Proposed Budget	2011-12 Proposed Budget	2012-13 Proposed Budget	2013-14 Proposed Budget
<b>SOURCES OF FUNDS</b>					
Major Capital Projects:					
Fund Raising/External Sources	14,941	-	10,000	15,000	-
Provincial Government	30,546	77,305	140,922	116,745	21,000
Research Agencies	3,243	-	-	-	10,000
University Contributions	18,073	4,218	-	-	-
	66,803	81,523	150,922	131,745	31,000
Infrastructure Maintenance (IMP) Grant	2,043	2,200	2,200	2,200	2,200
Indirect Research Costs Grant	300	300	300	300	300
Alberta Infrastructure & Transportation	6,015	2,500	3,000	3,000	2,715
University contributions	740	700	665	680	680
University Capital Reserves	2,180	2,180	2,180	2,180	2,180
<b>TOTAL FUNDING</b>	<b>\$ 78,081</b>	<b>\$ 89,403</b>	<b>\$ 159,267</b>	<b>\$ 140,105</b>	<b>\$ 39,075</b>
<b>CAPITAL EXPENDITURES</b>					
Major Capital Projects:					
Markin Hall	15,000	-	-	-	-
Sports Stadium	3,500	-	-	-	-
* Science Facility	-	50,000	124,453	50,000	-
* Central Plant Facility	-	-	10,000	19,927	-
Daycare Facility	2,000	-	-	-	-
* Health Sciences - Simulation Suite	-	1,247	-	-	-
* Distributed Learning Centre	-	-	1,308	-	-
* Research Transition Facility	10,000	-	-	-	-
* Student Residences	9,000	4,218	-	-	-
* Art Gallery	-	-	5,000	15,000	10,000
* Office/Classroom Complex	-	-	7,000	46,818	21,000
* CCBN expansion	10,000	-	-	-	-
* Alberta Water & Environmental Sciences Bldg - Phase 2	8,400	-	-	-	-
* Alberta Water & Environmental Sciences Bldg - Phase 3	-	14,000	-	-	-
* University Hall - vacated Management space	-	7,315	-	-	-
* Anderson Hall - vacated Health Sciences space	-	1,974	-	-	-
* Dr. Foster James Penny Building (Downtown)	6,133	-	-	-	-
* Physical Education Building upgrades	2,770	2,770	-	-	-
* Tunnel & South Plaza Replacement	-	-	3,161	-	-
	66,803	81,523	150,922	131,745	31,000
Capital Maintenance & Facility Upgrade (includes deferred maintenance)	8,358	5,000	5,500	5,500	5,215
Equipment					
Arts and Science	700	700	700	700	700
Education	100	100	100	100	100
Management	70	70	70	70	70
Fine Arts	200	200	200	200	200
Health Sciences	25	25	25	25	25
Administrative Support Units	160	160	160	160	160
Sports and Recreation/Athletics	150	150	150	150	150
Motor Vehicles	35	35	35	35	35
Information Technology	620	620	620	620	620
Library	20	20	20	20	20
Facilities	100	100	100	100	100
	2,180	2,180	2,180	2,180	2,180
Ancillaries					
Parking	300	300	300	300	300
Bookstore	10	10	10	10	10
Printing	60	80	90	60	60
Housing	215	220	175	220	220
Catering and Food Services	135	75	75	75	75
Conference Services	10	5	5	5	5
Ancillary Services Director	10	10	10	10	10
	740	700	665	680	680
<b>TOTAL CAPITAL EXPENDITURES</b>	<b>\$ 78,081</b>	<b>\$ 89,403</b>	<b>\$ 159,267</b>	<b>\$ 140,105</b>	<b>\$ 39,075</b>

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

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### **External Key Documents**

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