



2010-2014 Capital Plan

University of
Lethbridge



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1.0 EXECUTIVE SUMMARY

The University of Lethbridge updates its Capital Plan on an annual basis. The 2010-2014 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: its 2009-2013 Strategic Plan; 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 highest capital priority of the University of Lethbridge is new science facilities in order to deliver up to date science programs and accommodate the University's strong commitment to research. To continue to excel in research and to adapt to the comprehensive institution with more emphasis on graduate student education, the U of L requires new facilities that will provide more dedicated space for these programs and functions. New science facilities would increase the capacity for training by providing space for principal investigators, new graduate and undergraduate students, and technical support personnel.

The University currently has 41 buildings on campus totaling 175,923 gross square metres (gsm) averaging 20 years of age. From the APPA: The Association of Higher Education Facilities Officers March 31st, 2009 Facilities Condition Audit, the University identified approximately \$110 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. The 1st Choice Savings Centre for Sport and Wellness is the first building on campus to officially receive the silver level in LEED.

CAPITAL PRIORITIES SUMMARY

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

TABLE 1: CAPITAL PRIORITIES SUMMARY

		Estimated Project Cost (Jan 2010 dollars)
Preservation Projects		
1 Science Complex (University Hall Wet Lab Replacement)		
- Planning Fees	700,000	
- Science Facility	224,300,000	
- Central Plant Facility & Distribution Systems	30,000,000	255,000,000
2 University Centre for the Arts - Air Quality Environmental Deficiencies		4,900,000
3 University Hall Renovations - vacated Faculty of Management space		5,500,000
4 Anderson Hall Renovations - vacated Faculty of Health Sciences space		1,800,000
5 Dr. Foster James Penny Building Upgrades (downtown facility)		6,200,000
6 Physical Education Building Upgrades		5,600,000
7 Tunnel & South Plaza Replacement		3,200,000
Total Preservation Projects		\$ 282,200,000
Expansion Projects		
1 Student Residences		13,500,000
2 Canadian Centre for Behavioural Neuroscience (CCBN) Expansion		10,000,000
3 Alberta Water & Environmental Sciences Building - Phase 2		24,000,000
Total Expansion Projects		\$ 47,500,000
New Facility Projects		
1 Distributed Learning Centre		1,300,000
2 Research Transition Facility		10,000,000
Office/Classroom/Cultural Centre		
3 - Art Gallery	30,000,000	
4 - Office/Classroom Complex	75,000,000	105,000,000
Total New Facility Projects		\$ 116,300,000
TOTAL PRIORITY CAPITAL PROJECTS		\$ 446,000,000
Projects in Progress		
1 Markin Hall (for Health Sciences & Management)		65,000,000
2 Deferred Maintenance Projects		12,490,000
Total Projects in Progress		\$ 77,490,000

Note - Estimated Project Costs are in current dollars (January 2010) 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: 2009-2013 Strategic Plan; 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; staffing levels, deferred maintenance; Infrastructure Maintenance Program (IMP) funding; the University's operating budget and student enrolment expectations.

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

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

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

Short-Term Plans and Priorities

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

Medium-Term Plans and Priorities

- *Technical Trades Training*
- *Health workforce*
- *Arts, Science and Technology*
- *Addressing ongoing needs for capital maintenance and renewal*

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

2.1 REVIEW OF PREVIOUS YEAR

2.1.1 Major Capital Projects

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

Markin Hall: 10,383 gsm located in central campus will house the Faculties of Health Sciences and Management. \$50 million was received from the Provincial Government for this project. \$15 million will be funded through a capital campaign and matching grants. Project completion in Spring 2010 (See Section 3.1.1 for project details).

Community Sports Stadium: Located in the south campus, this complex consists of an artificial and natural turf field, 732 m² of building space encompassing 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 was Summer 2009.

Daycare Facility: The 418 gsm daycare facility was opened on January 4, 2010 with 54 childcare spaces, accessible for use by University students, faculty and staff. Students, faculty and the University of Lethbridge provided funding for the project.

2.1.2 Other Capital Projects, Renovations and Repairs

1st Choice Savings Centre for Sport and Wellness: Major flooding on July 1st, 2008 resulted in severe damage to classrooms, offices, elevators, gymnasium (floor and bleachers) and the fitness centre. Repairs from the flood were completed in summer 2009. Site storm water study undertaken and site remedial measures in progress.

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. Installation of an elevator and performing a mechanical system technical review are required.

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 the past 20-year period, the University funded 50% of the completed capital projects with 45% coming from government grants and research agencies. Section three of this document entitled "The Plan" will show that new, expansion and preservation projects will require the majority of funding to come from government grants and research agencies as the University does not have sufficient funds required for major capital projects.

TABLE 2: MAJOR CAPITAL PROJECTS FUNDING SOURCE SUMMARY

PROJECT	COMPLETION YEAR	PROJECT COST	FUNDING SOURCES					
			University	Donations	City of Leth	Gov't *	TOTAL	
COMPLETED PROJECTS:								
Students' Union Building	89/90	\$ 10,900,000	\$ -	\$ 2,906,650	\$ -	\$ 7,993,350	\$ 10,900,000	
Student Residences (apartments & townhomes)	89/90	\$ 19,851,862	\$ -	\$ -	\$ -	\$ 19,851,862	\$ 19,851,862	
Turcotte Hall	89/90	\$ 2,901,000	\$ -	\$ 417,000	\$ -	\$ 2,484,000	\$ 2,901,000	
Hepler Hall	98/99	\$ 747,894	\$ 747,894	\$ -	\$ -	\$ -	\$ 747,894	
Art Storage Vault	98/99	\$ 320,088	\$ 320,088	\$ -	\$ -	\$ -	\$ 320,088	
PE Classroom Annex	98/99	\$ 1,107,750	\$ 1,107,750	\$ -	\$ -	\$ -	\$ 1,107,750	
Anderson Hall	99/00	\$ 5,812,919	\$ 5,812,919	\$ -	\$ -	\$ -	\$ 5,812,919	
Library Storage Building	99/00	\$ 67,282	\$ 67,282	\$ -	\$ -	\$ -	\$ 67,282	
University Library	01/02	\$ 33,668,656	\$ 19,345,218	\$ 9,567,438	\$ -	\$ 4,756,000	\$ 33,668,656	
Canadian Centre for Behavioural NeuroScience (CCBN)	01/02	\$ 8,593,438	\$ 783,775	\$ 2,525	\$ -	\$ 7,807,138	\$ 8,593,438	
Student Residences (townhomes)	03/04	\$ 5,896,598	\$ 5,896,598	\$ -	\$ -	\$ -	\$ 5,896,598	
CCBN Expansion	06/07	\$ 3,265,148	\$ 1,030,613	\$ 301,500	\$ -	\$ 1,933,035	\$ 3,265,148	
1st Choice Savings Centre for Sport & Wellness	06/07	\$ 30,776,265	\$ 20,474,655	\$ 4,992,099	\$ 5,300,000	\$ 9,511	\$ 30,776,265	
Parkway Service Complex	07/08	\$ 6,053,990	\$ 353,990	\$ -	\$ -	\$ 5,700,000	\$ 6,053,990	
Turcotte Hall Expansion	07/08	\$ 10,866,161	\$ 8,566,161	\$ -	\$ -	\$ 2,300,000	\$ 10,866,161	
Alberta Water & Environmental Science Building - Phase 1	08/09	\$ 23,817,630	\$ 428,753	\$ 102,250	\$ -	\$ 23,286,627	\$ 23,817,630	
Community Sports Stadium	09/10	\$ 12,087,430	\$ 4,736,428	\$ 54,606	\$ 3,730,000	\$ 3,566,396	\$ 12,087,430	
Daycare Facility	09/10	\$ 1,957,629	\$ 1,602,629	\$ 280,000	\$ -	\$ 75,000	\$ 1,957,629	
		\$ 178,691,740	\$ 71,274,753	\$ 18,624,068	\$ 9,030,000	\$ 79,762,919	\$ 178,691,740	
	% Total Project Cost		40%	10%	5%	45%	100%	
PROJECTS IN PROGRESS:								
Markin Hall	10/11	\$ 65,000,000	\$ 5,000,000	\$ 10,000,000	\$ -	\$ 50,000,000	\$ 65,000,000	
	% Total Project Cost		7.7%	15.4%	0.0%	76.9%	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 was 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:

- \$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.
- 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.
- The University received \$8.1 M from Canada Foundation for Innovation (CFI) for research funding and required research capital needs at the University of Lethbridge. The grant includes funding for the Polaris Award program as well as funding for chemistry/biochemistry and biology research programs. Included in the grant is approximately \$1.5 M to be allocated to capital for the research programs.

2.2 CURRENT SITUATION

2.2.1 State of Assets

The University currently has 41 buildings on campus totaling 175,923 gsm and averaging 20 years of age. The following chart shows the breakdown by building age and area.

FIGURE 1: NUMBER OF BUILDINGS BY AGE

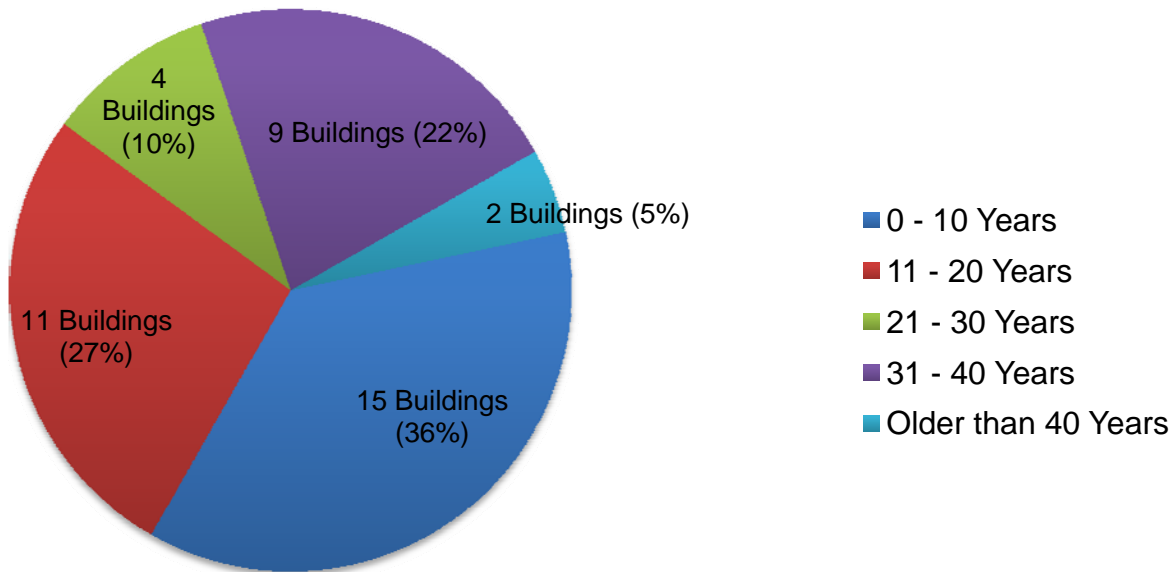
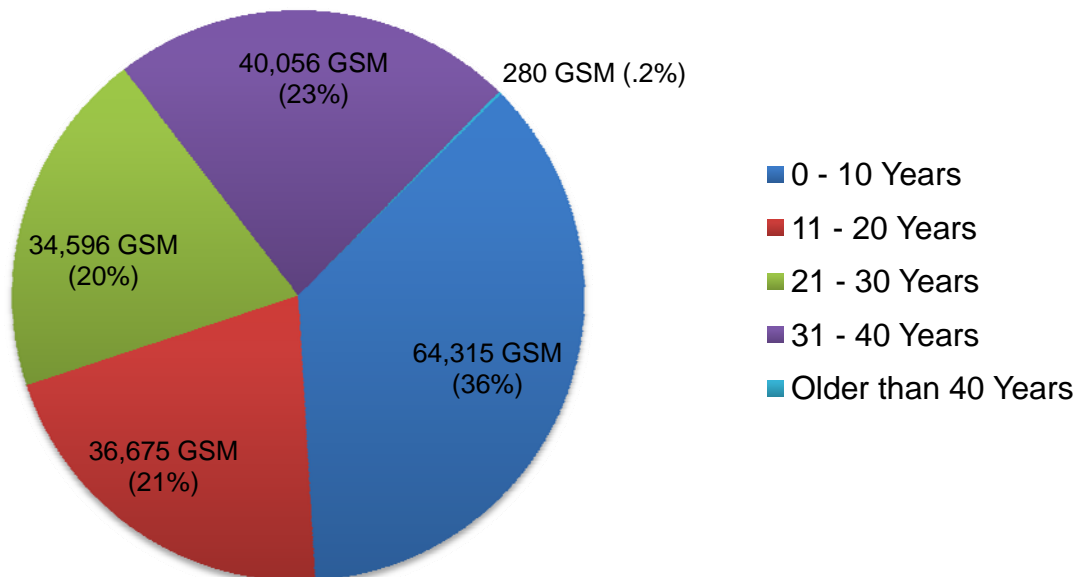


FIGURE 2: BUILDING GROSS SQUARE METRES (GSM) BY AGE



The following buildings were added over the past year:

- Community Sports Stadium
- Daycare facility

The 10,383 gsm Markin Hall currently under construction, is scheduled to be completed in Spring 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

In 2007 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 12%.

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)

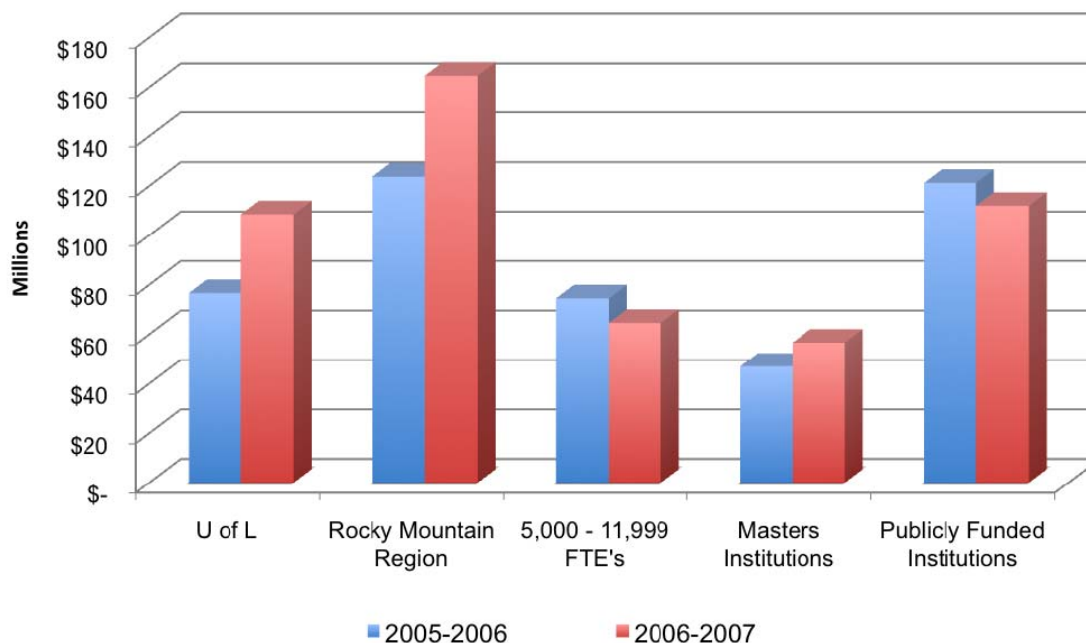


Figure 4 and 5 show the total deferred maintenance on University buildings from the BLIMS RECAP report as of March 2009. Total deferred maintenance was estimated at \$110 M. It is estimated that approximately \$66 M in deferred maintenance should be addressed between 2010 and 2013, including ancillary and residential buildings.

FIGURE 4: TOTAL DEFERRED MAINTENANCE ON UNIVERSITY BUILDINGS BY YEAR

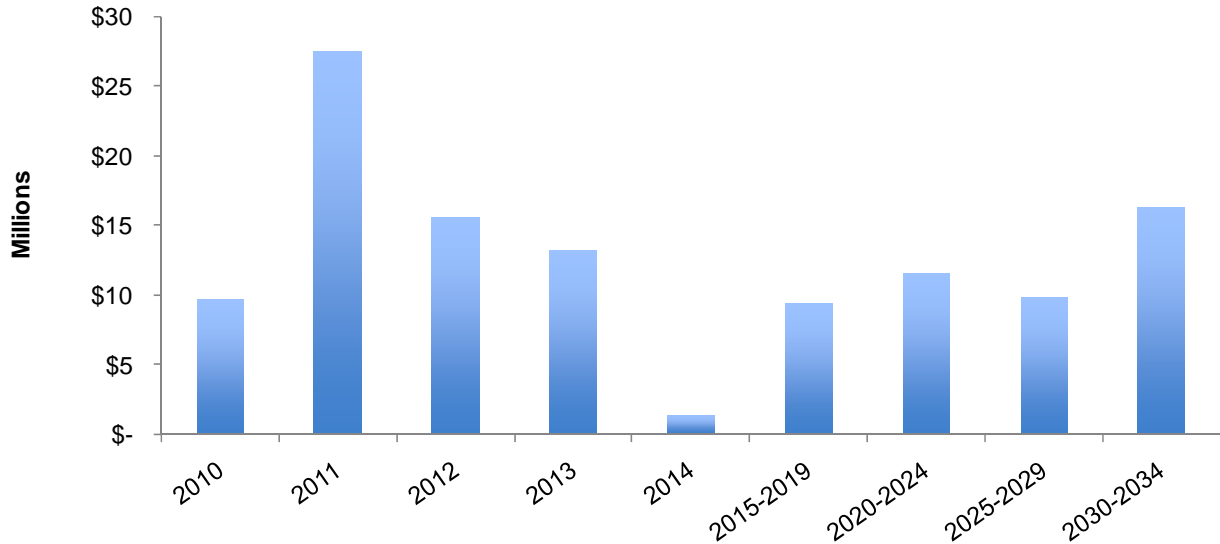
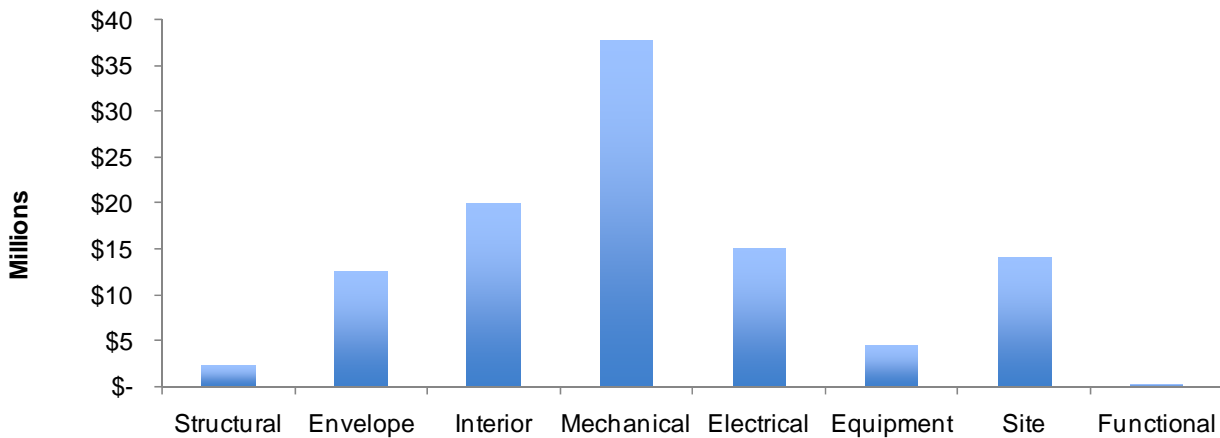


FIGURE 5: TOTAL DEFERRED MAINTENANCE ON UNIVERSITY BUILDINGS BY TYPE

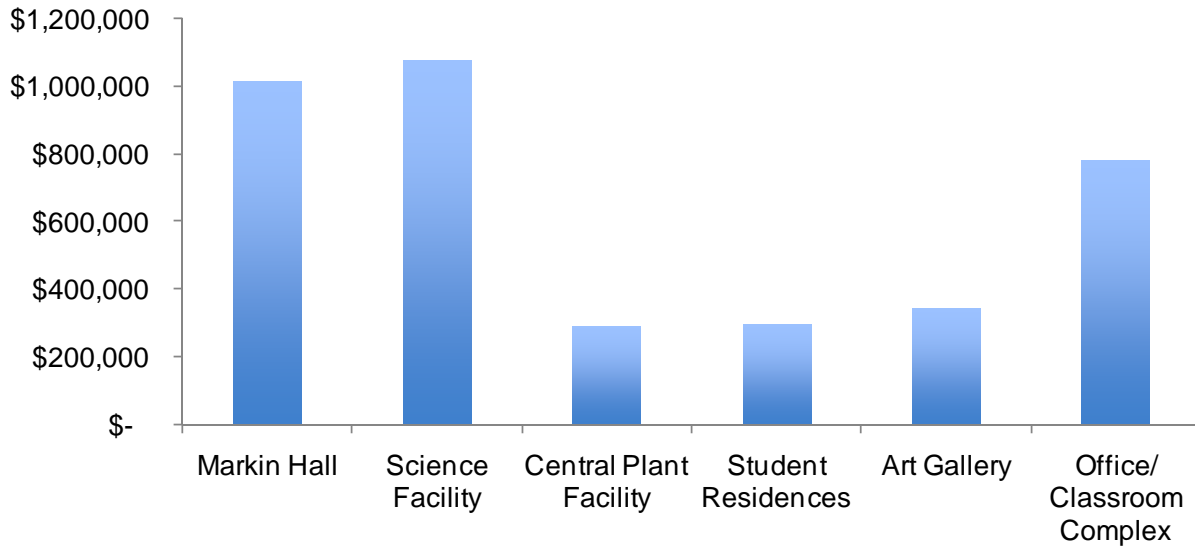


The University is grateful to Advanced Education and Technology and Alberta Infrastructure for providing funding support to help deal with these deficiencies. It continues to be a challenge to meet these escalating deficiencies.

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 \$3.8M in lights-on-funding will be required to maintain these facilities once they are completed.

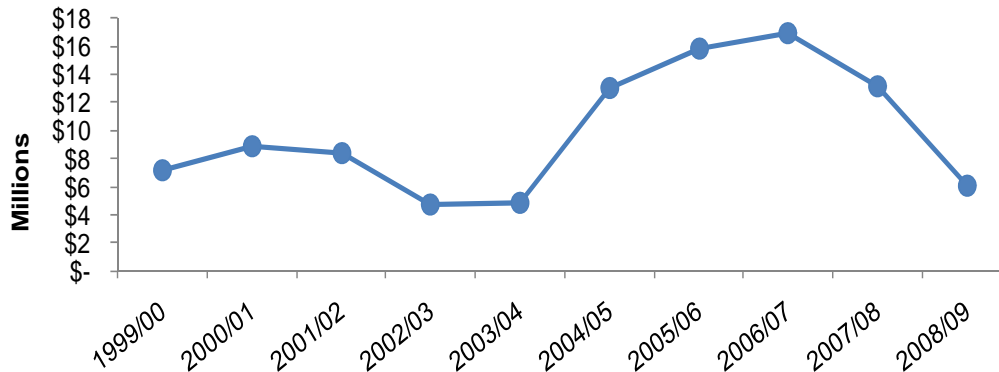
FIGURE 6: LIGHTS-ON FUNDING FOR MAJOR CAPITAL PROJECTS



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 likely continue to be an issue for the University and the Government. Shown in the table below is a forecast of what escalated construction costs may be over the next year, five years, and ten years, using a projected escalation of construction costs. Five years from the total Expansion and New Projects budget is estimated to be \$46 to \$123 million more and in ten years \$98 to \$280 million more than the current estimated construction costs.

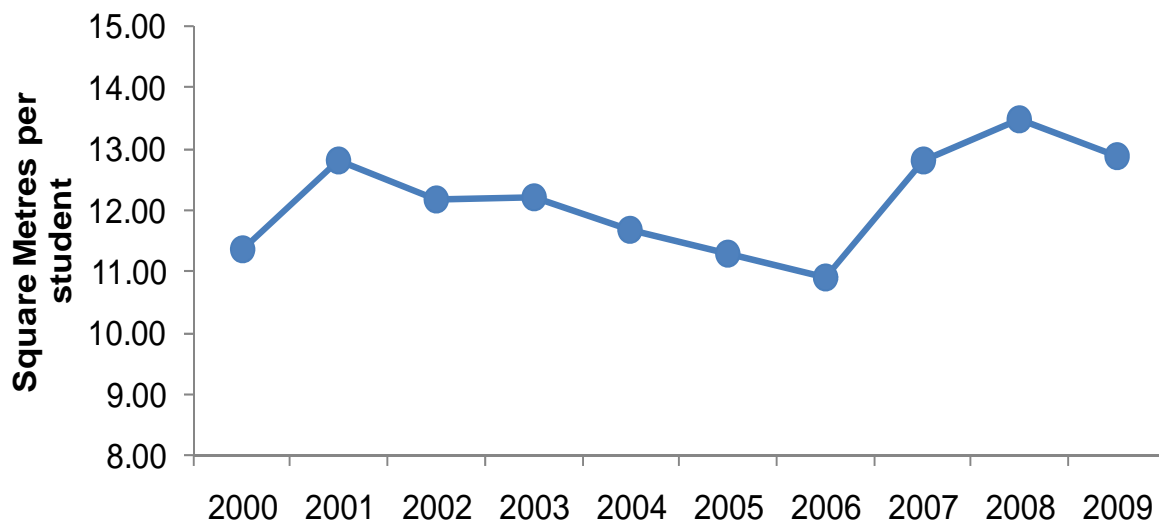
TABLE 3: FUTURE CONSTRUCTION COST ESCALATIONS

PROJECTS	Project Cost (Jan 2010)	Over 1 Year		Over 5 Years		Over 10 Years	
		2%	5%	2%	5%	2%	5%
Preservation Projects							
Science Facility	\$ 225,000,000	229,500,000	236,250,000	248,418,181	287,163,352	274,273,744	366,501,291
UCA - Air Quality Environmental Deficiencies	\$ 4,900,000	4,998,000	5,145,000	5,409,996	6,253,780	5,973,073	7,981,584
University Hall Renovations	\$ 5,500,000	5,610,000	5,775,000	6,072,444	7,019,549	6,704,469	8,958,920
Anderson Hall Renovations	\$ 1,800,000	1,836,000	1,890,000	1,987,345	2,297,307	2,194,190	2,932,010
Central Plant Facility	\$ 30,000,000	30,600,000	31,500,000	33,122,424	38,288,447	36,569,833	48,866,839
Dr. Foster James Penny Building Upgrades	\$ 6,200,000	6,324,000	6,510,000	6,845,301	7,912,946	7,557,765	10,099,147
Physical Education Building Upgrades	\$ 5,600,000	5,712,000	5,880,000	6,182,852	7,147,177	6,826,369	9,121,810
Tunnel & South Plaza Replacements	\$ 3,200,000	3,264,000	3,360,000	3,533,059	4,084,101	3,900,782	5,212,463
Expansion Projects							
Student Residences	\$ 13,500,000	13,770,000	14,175,000	14,905,091	17,229,801	16,456,425	21,990,077
CCBN Expansion	\$ 10,000,000	10,200,000	10,500,000	11,040,808	12,762,816	12,189,944	16,288,946
Alberta Water & Environmental Sciences Building - Phase 2	\$ 24,000,000	24,480,000	25,200,000	26,497,939	30,630,758	29,255,866	39,093,471
New Projects							
Distributed Learning Centre	\$ 1,300,000	1,326,000	1,365,000	1,435,305	1,659,166	1,584,693	2,117,563
Research Transition Facility	\$ 10,000,000	10,200,000	10,500,000	11,040,808	12,762,816	12,189,944	16,288,946
Art Gallery	\$ 30,000,000	30,600,000	31,500,000	33,122,424	38,288,447	36,569,833	48,866,839
Office/Classroom Complex	\$ 75,000,000	76,500,000	78,750,000	82,806,060	95,721,117	91,424,581	122,167,097
Total Capital Cost	\$ 446,000,000	\$ 454,920,000	\$ 468,300,000	\$ 492,420,038	\$ 569,221,577	\$ 543,671,511	\$ 726,487,004
Increase in Cost		\$ 8,920,000	\$ 22,300,000	\$ 46,420,038	\$ 123,221,577	\$ 97,671,511	\$ 280,487,004

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 STUDENT



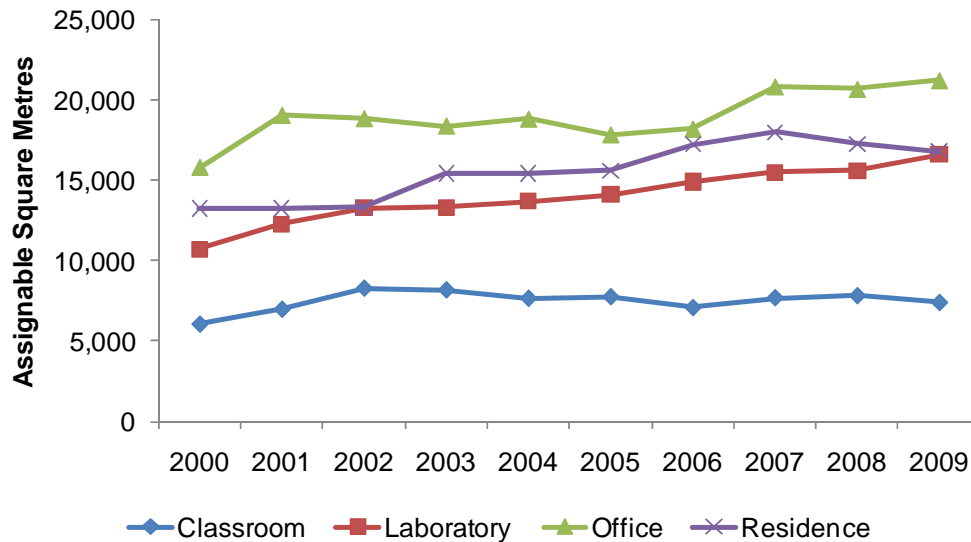
The majority of space additions over the past ten years were for the 1st Choice Savings Centre for Sport and Wellness, the expansion to Turcotte Hall, Library Building and classrooms and offices. There continues to be a critical need for research and student teaching lab spaces. The addition of Markin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

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)).

Students are increasingly bringing laptops to campus and thus require access to power in order to charge up their batteries. The University is in need of upgrading its infrastructure to allow for more electrical outlets to accommodate the students.

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)

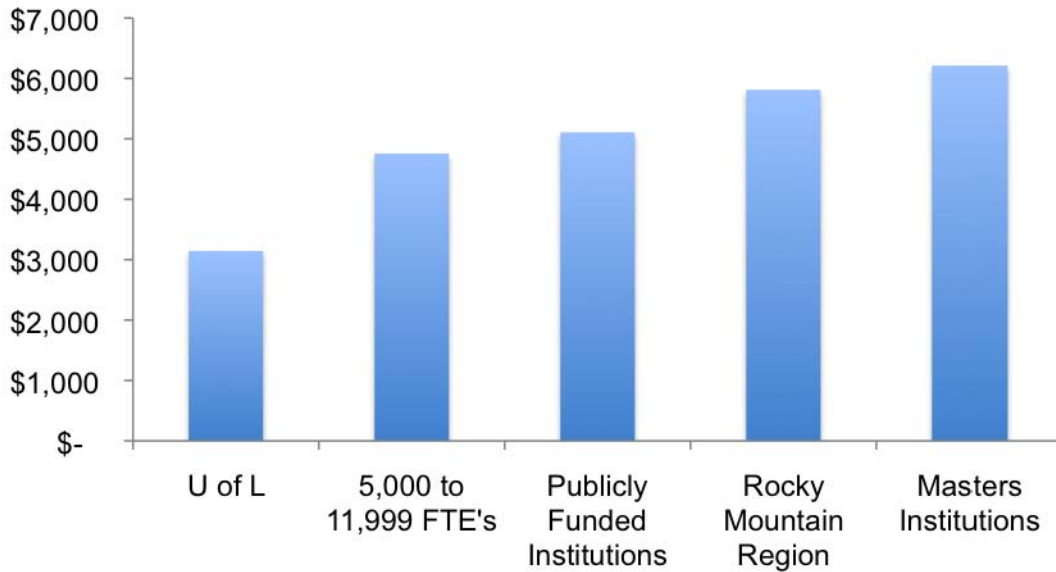


FIGURE 11: OPERATING COSTS PER GROSS SQUARE FOOT

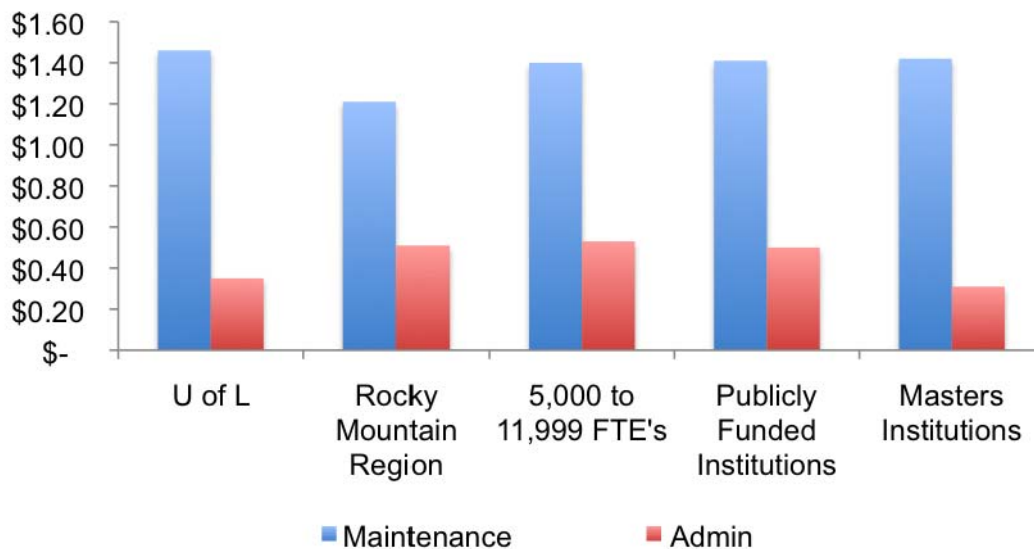


FIGURE 12: MAINTENANCE COSTS PER STUDENT

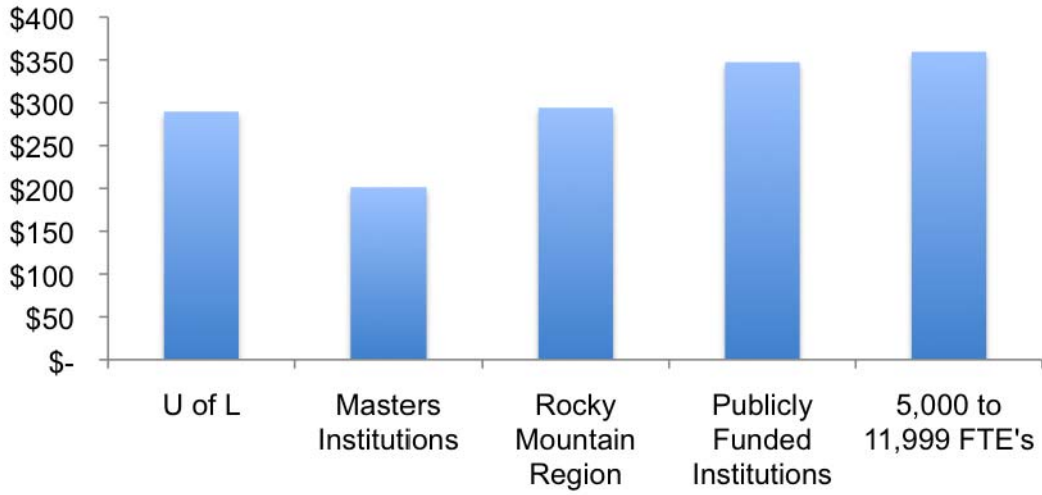


FIGURE 13: CUSTODIAL COSTS PER STUDENT

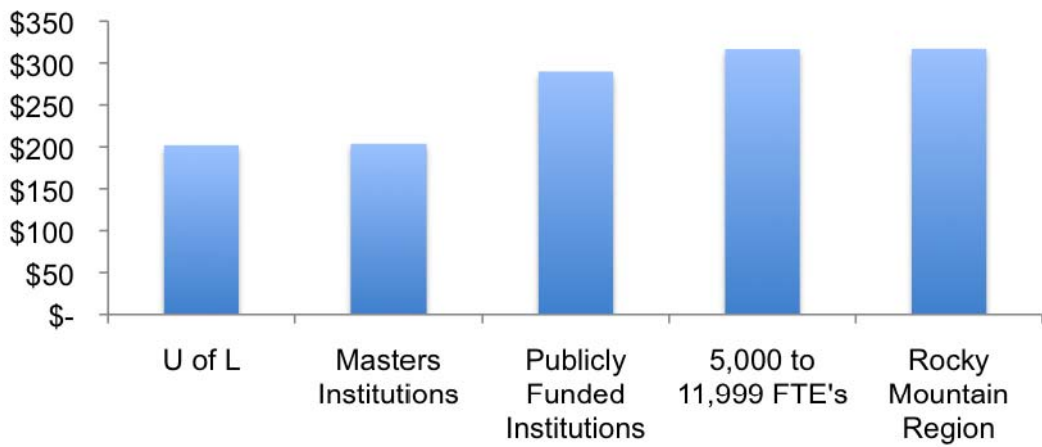
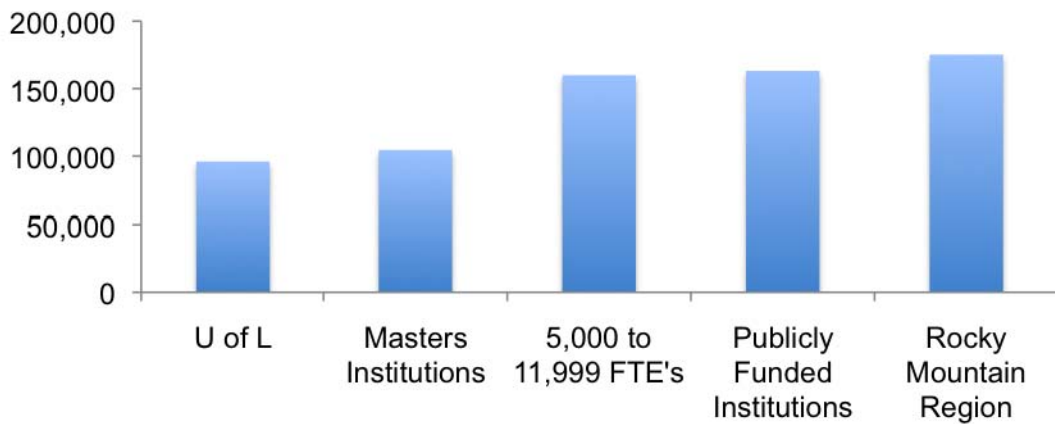


FIGURE 14: ENERGY CONSUMPTION (BTU's/GSF)



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:

- The economic environment has influenced student enrolments, recruitment of qualified staff.
- The University has achieved the highest enrolment ever in Fall 2009, despite reduced student demographics and increased competition from newly mandated degree-granting institutions. The number of graduate students has increased as well and is a result of the University's strategic priority to enhance its comprehensive status. The University's Strategic Plan will address the recruitment and retention of both students and staff.
- Despite the slowing down of the economy, renovation costs are still significant, especially in renovations to the older facilities on campus. The University is experiencing the lack of trades in the marketplace, especially in Lethbridge and Southern Alberta.
- The Provincial Government's goals of accessibility, affordability and quality education and sustainability contained in *Campus Alberta* and *Access to the Future* along with the *Government of Alberta* and *Advanced Education and Technology business plans* will continue to influence the University's capital planning process.
- As a comprehensive institution, the University will continue to grow its research mandate and research capacity, as well as grow its graduate programs in areas of strength.

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”, “Expansion” or “New”. The following chart shows the University’s priority capital projects for the years 2010-2014.

TABLE 4: PRIORITY CAPITAL PROJECTS

			Estimated Project Cost (Jan 2010 dollars)
Preservation Projects			
1	Science Complex (University Hall Wet Lab Replacement)		
	- Planning Fees	700,000	
	- Science Facility	224,300,000	
	- Central Plant Facility & Distribution Systems	30,000,000	255,000,000
2	University Centre for the Arts - Air Quality Environmental Deficiencies		4,900,000
3	University Hall Renovations - vacated Faculty of Management space		5,500,000
4	Anderson Hall Renovations - vacated Faculty of Health Sciences space		1,800,000
5	Dr. Foster James Penny Building Upgrades (downtown facility)		6,200,000
6	Physical Education Building Upgrades		5,600,000
7	Tunnel & South Plaza Replacement		3,200,000
Total Preservation Projects			\$ 282,200,000
Expansion Projects			
1	Student Residences		13,500,000
2	Canadian Centre for Behavioural Neuroscience (CCBN) Expansion		10,000,000
3	Alberta Water & Environmental Sciences Building - Phase 2		24,000,000
Total Expansion Projects			\$ 47,500,000
New Facility Projects			
1	Distributed Learning Centre		1,300,000
2	Research Transition Facility		10,000,000
	Office/Classroom/Cultural Centre		
3	- Art Gallery	30,000,000	
4	- Office/Classroom Complex	75,000,000	105,000,000
Total New Facility Projects			\$ 116,300,000
TOTAL PRIORITY CAPITAL PROJECTS			\$ 446,000,000
Projects in Progress			
1	Markin Hall (for Health Sciences & Management)		65,000,000
2	Deferred Maintenance Projects		12,490,000
Total Projects in Progress			\$ 77,490,000

Note - Estimated Project Costs are in current dollars (Jan 2010) 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 Spring 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 was 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 Faculty 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 10,383 square meters.

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

Science Complex

The highest capital priority of the University of Lethbridge are new science facilities in order to deliver up to date science programs and accommodate the University's strong commitment to research.

To continue to excel in research and to adapt to the comprehensive institution with more emphasis on graduate student education, the 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.

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.

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>\$ 225,000,000</u>
------------------------	-----------------------

Proposed Funding Sources	
Provincial Government	<u>\$ 225,000,000</u>

The estimated project cost of \$225 M is for the construction of a new, comprehensive science facility but there may be other alternatives for facilities that may result in the same goal of replacing the existing inadequate labs. Such alternatives could allow for the constructing of replacement science facilities in smaller phases. The University would like to explore such alternatives with Advanced Education and Technology.

Note: This total comprehensive 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 Community Sports Stadium. Any additional new future facilities will require the addition of another central plant facility to accommodate their infrastructure needs.

ESTIMATED PROJECT COST	<u>\$ 30,000,000</u>
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Proposed Funding Sources	
Provincial Government	<u>\$ 30,000,000</u>

Note: This Facility is a requirement of a new comprehensive Science Facility.

University Centre for the Arts (UCA) – Air Quality Environmental Deficiencies

This project will address the deficiencies in the mechanical and exhaust systems in the UCA. The building was designed under standards that are no longer acceptable in providing for the special function and general usage as an instructional and laboratory classroom building focused on the instruction in the disciplines of the Faculty of Fine Arts. A number of air quality environmental concerns have been brought forward to Alberta Workplace Health and Safety relating to employee health and wellness due to chemical fume and smell recirculation and general building ventilation. A technical engineering report has been obtained from Williams Engineering which outlines the areas of concern and required modifications.

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 1st Choice Savings Centre for Sport and Wellness was added on and attached to the existing Physical Education Building, which is approximately 40 years old. 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 1st 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.

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>\$ 13,500,000</u>
Proposed Funding Sources	
Financing, supported by housing rents	<u>\$ 13,500,000</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 COST	<u>\$ 10,000,000</u>
Proposed Funding Sources	
Research Granting Agencies	<u>\$ 10,000,000</u>

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

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

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

ESTIMATED PROJECT COST	<u>\$ 24,000,000</u>
Proposed Funding Sources	
Research Granting Agencies	<u>\$ 24,000,000</u>

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 21st 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>\$ 1,300,000</u>
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Proposed Funding Sources	
Provincial Government	<u>\$ 1,300,000</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>

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

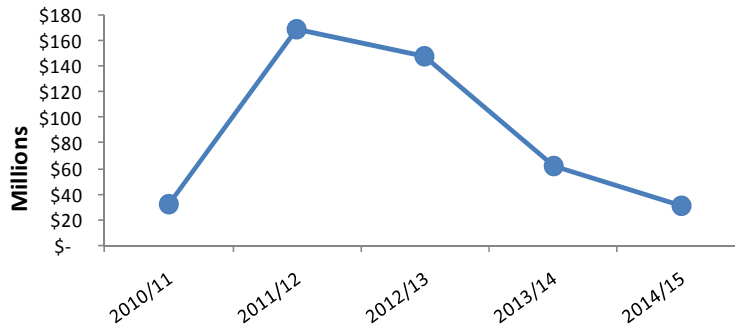
It is expected that over the next 10 years the U of L will require the addition of another office/classroom complex in order to meet the facility demands of the student population and associated faculty offices and research space.

ESTIMATED PROJECT COST	<u>\$ 75,000,000</u>
Proposed Funding Sources	
Provincial Government	<u>\$ 75,000,000</u>

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

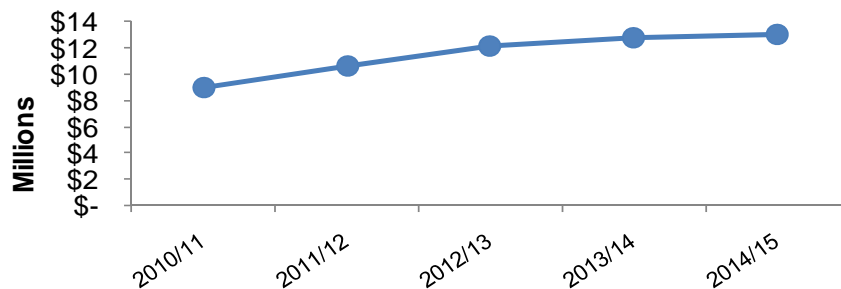


As the University continues to expand its capital infrastructure so does its deferred maintenance concerns. Deferred maintenance costs continue to be an outstanding issue for the University.

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 \$10 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 – 5-Year Capital Forecast (January 2010 dollars) (\$000)

	Estimated Project Cost	2010/11	2011/12	2012/13	2013/14	2014/15	Total	Start Date	Completion Date
Preservation Projects									
Science Complex	\$ 225,000	\$ 700	\$ 125,000	\$ 99,300	\$ -	\$ -	\$ 225,000	Sept 30-2010	Sept 30-2012
Central Plant Facility	\$ 30,000	\$ -	\$ 10,000	\$ 20,000	\$ -	\$ -	\$ 30,000	Sept 30-2010	Sept 30-2012
UCA - Air Quality Deficiencies	\$ 4,900	\$ 2,250	\$ 2,650	\$ -	\$ -	\$ -	\$ 4,900	April 1-2010	Sept 30-2011
University Hall Renovations - vacated Faculty of Management space	\$ 5,500	\$ 5,500	\$ -	\$ -	\$ -	\$ -	\$ 5,500	May 1-2010	Sept 30-2010
Anderson Hall Renovations - vacated Faculty of Health Sciences space	\$ 1,800	\$ 1,800	\$ -	\$ -	\$ -	\$ -	\$ 1,800	Sept 1-2010	Sept 30-2010
Dr. Foster James Penny Building Upgrades (downtown facility)	\$ 6,200	\$ 6,200	\$ -	\$ -	\$ -	\$ -	\$ 6,200	Sept 1-2010	Sept 30-2010
Physical Education Building Upgrades	\$ 5,600	\$ -	\$ 2,800	\$ 2,800	\$ -	\$ -	\$ 5,600	May 1-2011	Sept 30-2012
Tunnel & South Plaza Replacement	\$ 3,200	\$ -	\$ 3,200	\$ -	\$ -	\$ -	\$ 3,200	May 1-2011	Sept 30-2011
	\$ 282,200	\$ 16,450	\$ 143,650	\$ 122,100	\$ -	\$ -	\$ 282,200		
Expansion Projects									
Student Residences	\$ 13,500	\$ 9,000	\$ 4,500	\$ -	\$ -	\$ -	\$ 13,500	Sept 30-2010	Sept 30-2011
Canadian Centre for Behavioural Neuroscience (CCBN) Expansion	\$ 10,000	\$ 8,000	\$ 2,000	\$ -	\$ -	\$ -	\$ 10,000	May 1-2010	Sept 30-2011
Alberta Water & Environmental Sciences Building - Phase 2	\$ 24,000	\$ 1,000	\$ 12,000	\$ 11,000	\$ -	\$ -	\$ 24,000	May 1-2011	Sept 30-2012
	\$ 47,500	\$ 18,000	\$ 18,500	\$ 11,000	\$ -	\$ -	\$ 47,500		
New Facility Projects									
Distributed Learning Centre	\$ 1,300	\$ -	\$ 1,300	\$ -	\$ -	\$ -	\$ 1,300		
Research Transition Facility	\$ 10,000	\$ 500	\$ 7,500	\$ 2,000	\$ -	\$ -	\$ 10,000	Sept 30-2010	Sept 30-2012
Art Gallery	\$ 30,000	\$ -	\$ -	\$ 5,000	\$ 15,000	\$ 10,000	\$ 30,000	Sept 30-2012	Sept 30-2015
Office/Classroom Complex	\$ 75,000	\$ -	\$ -	\$ 7,000	\$ 47,000	\$ 21,000	\$ 75,000	Sept 30-2012	Sept 30-2015
	\$ 116,300	\$ 500	\$ 8,800	\$ 14,000	\$ 62,000	\$ 31,000	\$ 116,300		
							\$ -		
TOTAL CAPITAL PROJECTS	\$ 446,000	\$ 34,950	\$ 170,950	\$ 147,100	\$ 62,000	\$ 31,000	\$ 446,000		
PROPOSED CAPITAL PROJECTS FUNDING									
Provincial Capital Funding Request		\$ 25,950	\$ 166,450	\$ 147,100	\$ 57,000	\$ 21,000	\$ 417,500		
Other Funding Sources		\$ 9,000	\$ 4,500	\$ -	\$ 5,000	\$ 10,000	\$ 28,500		
		\$ 34,950	\$ 170,950	\$ 147,100	\$ 62,000	\$ 31,000	\$ 446,000		
DEFERRED MAINTENANCE									
Buildings Capital Asset Replacement Value (\$000)	\$ 861,481	\$ 896,431	\$ 1,067,381	\$ 1,214,481	\$ 1,276,481	\$ 1,307,481			
Annual Deferred Maintenance Requirement (1% of building capital asset value)		\$ 8,964	\$ 10,674	\$ 12,145	\$ 12,765	\$ 13,075	\$ 57,623		
ANNUAL PROVINCIAL CAPITAL REQUIREMENT REQUEST									
New Capital Funding Request		\$ 25,950	\$ 166,450	\$ 147,100	\$ 57,000	\$ 21,000	\$ 417,500		
Annual Deferred Maintenance Request		\$ 8,964	\$ 10,674	\$ 12,145	\$ 12,765	\$ 13,075	\$ 57,623		
TOTAL		\$ 34,914	\$ 177,124	\$ 159,245	\$ 69,765	\$ 34,075	\$ 475,123		

Appendix B – Capital Maintenance Budget 2010-11

Source of Funds			
	Infrastructure Maintenance Program (IMP) Grant		\$ 3,382,500
	Advanced Education & Technology		2,890,000
	University - annual operating budget contribution		200,000
	Capital Maintenance Contingency		32,500
	University Reserves		
	Parking	300,000	
	Housing	127,000	427,000
Total Funding			\$ 6,932,000
Proposed Capital Expenditures			
	Aperture Park		127,000
	Campus Wide (Interior)		128,500
	1st Choice Savings Centre for Sport & Wellness		195,000
	Turcotte Hall		133,500
	Canadian Centre for Behavioural Neuroscience		37,000
	Site Systems		309,000
	Students' Union Building		212,000
	University Centre for the Arts		2,900,000
	University Hall - Life Safety projects		2,890,000
Total Proposed Capital Expenditures			\$ 6,932,000

Appendix C – Capital Budget
(\$000)

	2010-11 Approved Budget	2011-12 Proposed Budget	2012-13 Proposed Budget	2013-14 Proposed Budget	2014-15 Proposed Budget
SOURCES OF FUNDS					
Major Capital Projects:					
Fund Raising/External Sources	15,000	-	-	-	-
Provincial Government	14,200	142,300	134,100	62,000	31,000
Research Agencies	9,500	21,500	13,000	-	-
University Contributions	9,000	4,500	-	-	-
	47,700	168,300	147,100	62,000	31,000
Infrastructure Maintenance (IMP) Grant	5,633	4,850	2,200	2,200	2,200
Indirect Research Costs Grant	233	300	300	300	300
Alberta Infrastructure & Transportation	3,317	2,500	3,000	3,000	2,715
University contributions	735	751	707	710	710
University Capital Reserves	1,780	1,780	1,780	1,780	1,780
TOTAL FUNDING	\$ 59,397	\$ 178,481	\$ 155,087	\$ 69,990	\$ 38,705
CAPITAL EXPENDITURES					
Major Capital Projects:					
Markin Hall	15,000	-	-	-	-
* Distributed Learning Centre	-	1,300	-	-	-
* Research Transition Facility	500	7,500	2,000	-	-
* Art Gallery	-	-	5,000	15,000	10,000
* Office/Classroom Complex	-	-	7,000	47,000	21,000
* Student Residences	9,000	4,500	-	-	-
* CCBN expansion	8,000	2,000	-	-	-
* Alberta Water & Environmental Sciences Bldg - Phase 2	1,000	12,000	11,000	-	-
* UCA - Air Quality Deficiencies	2,250	2,650	-	-	-
* University Hall - vacated Management space	5,500	-	-	-	-
* Anderson Hall - vacated Health Sciences space	1,800	-	-	-	-
* Science Complex	700	125,000	99,300	-	-
* Central Plant Facility	-	10,000	20,000	-	-
* Dr. Foster James Penny Building (Downtown)	6,200	-	-	-	-
* Physical Education Building upgrades	-	2,800	2,800	-	-
* Tunnel & South Plaza Replacement	-	3,200	-	-	-
	49,950	170,950	147,100	62,000	31,000
Capital Maintenance & Facility Upgrade (includes deferred maintenance)	6,932	5,000	5,500	5,500	5,215
Equipment					
Arts and Science	400	400	400	400	400
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	520	520	520	520	520
Library	20	20	20	20	20
Facilities	100	100	100	100	100
	1,780	1,780	1,780	1,780	1,780
Ancillaries					
Parking	300	500	500	500	500
Bookstore	67	-	-	10	10
Printing	100	65	88	60	60
Housing	163	48	34	50	50
Catering and Food Services	100	118	85	75	75
Conference Services	5	-	-	5	5
Ancillary Services Director	-	20	-	10	10
	735	751	707	710	710
TOTAL CAPITAL EXPENDITURES	\$ 59,397	\$ 178,481	\$ 155,087	\$ 69,990	\$ 38,705

*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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