



**Western**  
UNIVERSITY • CANADA

# *2021-22 Operating and Capital Budgets*

*March 31, 2021*

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### ACRONYMS used in University Budget Document

	<b>Acronym</b>	<b>Description</b>
1	APF	Academic Priorities Fund
2	AQ	Additional Qualification Courses in the Faculty of Education
3	B.Ed.	Bachelor of Education Program/Degree
4	CRCs	Canada Research Chairs
5	CRV	Current Replacement Value (of Buildings)
6	CSD	Communication Sciences and Disorders Program
7	DM	Deferred Maintenance
8	Ed.D.	Doctor of Education Degree
9	EDI	Equity, Diversity, and Inclusion
10	EFB	Employee Future Benefits
11	FIMS	Faculty of Information & Media Studies
12	FRSF	Federal Research Support Fund (formerly FFICR)
13	FTE	Full-Time Equivalent
14	GGRP	Greenhouse Gas Reduction Program
15	HBA	Honours Business Administration Degree/Program
16	IBA	Inflationary Budget Adjustment
17	IDCI	Interdisciplinary Curriculum Initiative
18	IDRI	Interdisciplinary Research Initiative
19	ITIF	Information Technology Infrastructure Fund
20	M.Cl.Sc.	Masters in Clinical Sciences Degree
21	M.Ed.	Masters in Education Degree/Program
22	M.O.S.	Management & Organizational Studies Program
23	MBA	Master of Business Administration Degree/Program
24	MC	Middlesex College
25	MD	Doctor of Medicine Degree/Program
26	MEng	Master of Engineering Degree/Program
27	MESc	Master of Engineering Science Degree
28	MMI	Maintenance, Modernization, and Infrastructure
29	MSc	Master of Science Degree
30	MCU	Ministry of Colleges and Universities
31	NCB	North Campus Building
32	OSAP	Ontario Student Assistance Program
33	OT	Occupational Therapy (School/Program)
34	PACES	President's Advisory Committee on the Environment and Sustainability
35	Ph.D.	Doctor of Philosophy Degree
36	PT	Physical Therapy (School/Program)
37	RISF	Research Infrastructure Support Fund
38	SGPS	School of Graduate & Postdoctoral Studies
39	SIF	Federal Government's Strategic Investment Fund
40	SSHRC	Social Science and Humanities Research Council
41	STEM	Science, Technology, Engineering, and Mathematics
42	SUPF	Support Unit Priorities Fund
43	USRI	Undergraduate Summer Research Internship
44	WRCs	Western Research Chairs
45	WSC	Western Science Centre

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## 2021-22 Operating Budget

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The budget presented here for 2021-22 marks the second of the university's pandemic budgets. And while last year's was presented in a climate of uncertainty at the very start of the global health crisis, this budget has been prepared with much greater clarity of the efforts to be undertaken by the university and the fiscal impacts of those efforts. In short, as a public institution, Western has continued to thrive in spite of the crisis, and we have even been able to move forward with strategic planning for the years to come.

This proposed 2021-22 budget makes significant investments in the academic missions of the university. For example, it anticipates the appointment of 94 new faculty members; it expands our investments in student-research; it strengthens our commitment to an equitable, diverse, and inclusive community; it furthers our work in a number of areas related to sustainability; it invests in our physical environment; it brings new investments to support research, scholarship, and creative activity across the university; it invests in our engagement with the digital revolution and its effects on teaching and research; it helps us to deepen our engagement in the world – in the local community and globally too; and it invests in the renewal and intensification of the Western student experience.

These and other investments are critical to Western's commitment to pursue the various components of our mission as a prominent public research university committed to public service and the public good.

### A. Planning and Budgetary Context

The recently completed planning cycle has led to the development of the 2021-22 University Budget as a one-year transitional plan. This budget builds on the 2-year plan which was impacted by the global pandemic this past year, and has been developed in the context of the current Strategic Plan – *Achieving Excellence on the World Stage* – and in alignment with the Faculty Academic Plans and Support Unit Operational Plans. Our new Strategic Plan, currently under development, will guide our overall strategy and budgetary investments from 2022-23 onwards.

A year ago, we were faced with the sudden and rapid impacts of COVID-19. We were faced with uncertainties about enrolments (in particular international enrolments), the ability of federal/provincial governments to maintain grant funding levels, the equity markets and associated impacts on university resources, and the overall economic pressures on individuals and the private sector which could have ripple effects on university revenues. At Western, we decided to move forward with the budget recommendations developed just prior to COVID-19, with the understanding that we may need to defer some one-time expenditures that were proposed in the 2020-21 budget.

At this point in time, as we reach the end of the current fiscal year, our financial situation remains strong. The major changes in our 2020-21 Operating Budget (i.e. the current year) are as follows:

- In total, enrolments exceeded our projected figures by 1,180 full-time equivalent (FTE) students and tuition revenue is estimated to be higher by about \$9.5 million.

- COVID-19 had a significant impact on our Ancillary Units. Therefore the transfers from these units to the Operating Budget (i.e. associated with space/rent costs and central administrative services provided by the University) were lower by about \$12 million. All other revenues were higher by about \$2.5 million.
- As a result of higher enrolments, our spending in scholarships and bursaries is estimated to be higher by about \$2.1 million.
- We had set aside \$13.5 million in special one-time funding to support students impacted by COVID-19 and who are faced with financial pressures. From this, a sum of \$3 million was used to support our students through various programs which left about \$10.5 million unspent.
- Since many of our activities in the current year were “virtual”, the use of our on-campus facilities was reduced significantly. As a result, physical plant utilities costs were lower than budget by about \$5.3 million.
- In response to the global pandemic, Western operated in a hybrid mode (virtual and on-campus) for much of the academic year, both in the academic and administrative activities of the University. As a result, there were significant additional one-time costs (totalling \$18.2 million) in the following areas: on-line course development, I.T. infrastructure expansion, pandemic supplies, facilities planning and modifications to ensure a safe campus, virtual student services, and other health and safety initiatives in support of our students, faculty, and staff.
- The general disruption of health and dental services resulted in lower utilization of these benefits by our employees and their families which led to lower costs in this component of the employee benefits budget. During this period, the University invested additional resources to support the health and well-being of employees including the expansion of *Lifeworks* Employee Assistance Services, *Living Well at Western* initiatives, and a number of safe work initiatives. The net result was a reduction of \$3.4 million in employee benefits expenditures. Our projections for the upcoming year include cost increases that will result from (projected) higher employee utilization of health and dental services.
- The net result of the above changes is an estimated variation of slightly above \$1 million to the “in-year budget position” in the current year relative to the budgeted “in-year position”.

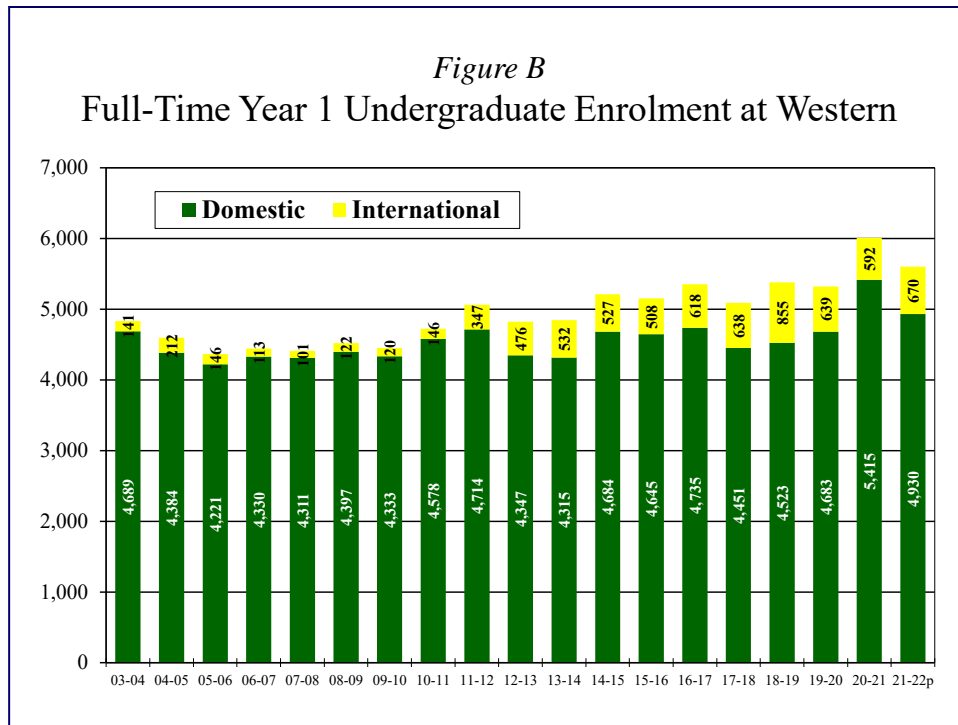
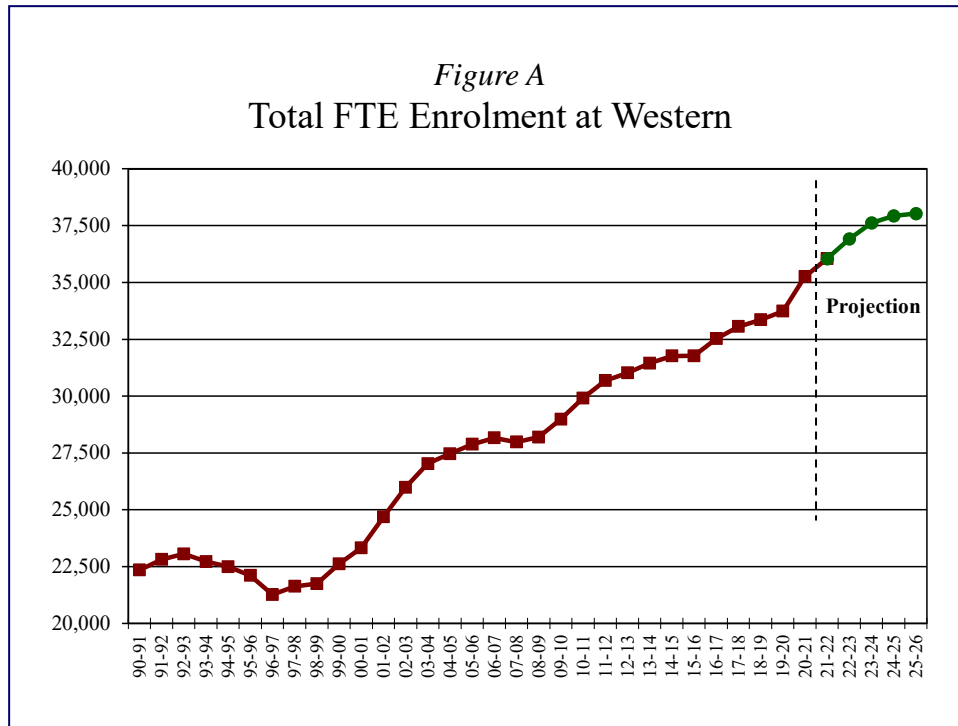
Looking ahead to 2021-22, we have developed the University budget with the following general assumptions regarding revenues:

- Under the Provincial Governments corridor-based block-grant funding system, our provincial grants will remain frozen at the 2016-17 level.
  - The Province’s tuition framework rolled back domestic tuition rates by 10% in 2019-20 and the rates were kept constant (at the reduced levels) in 2020-21. We have not received any information on the domestic tuition framework for 2021-22 and our revenue forecasts are based on a “no change” assumption to domestic tuition rates.
  - Enrolments are the primary driver of operating revenues. For budgetary purposes, our first-year class is assumed to be 5,600 students and the graduate enrolment plans are the aggregate of the plans developed by the Faculties. On the undergraduate side, we will work to exceed the 5,600 figure, through expansion in areas of demand and capacity and in consultation with the Deans.
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At Western, our integrated approach to planning serves us well. We continue to focus our budget planning on our strategic priorities. Our approach to enrolment planning allows us to make significant enhancements to the quality of education and the educational experience we offer our students:

- Recruitment of outstanding undergraduate students is a high priority. The average entering grade of our incoming class in the fall of 2020 was 91.2%, well above the Ontario average.
- Nearly 94% of our first-year students continue into their second year. Our retention rates are amongst the highest in Canada and much higher than at our peer institutions in the United States.
- Graduation rates of our undergraduate students have been steadily increasing and they are currently much higher than the rates at our peer universities in Canada and the United States. About 83% of Western's 2013-14 entering cohort graduated within 6 years.
- In the pandemic year, our efforts in undergraduate international enrolment recruitment resulted in 10% of our fall 2020 first-year class coming from other countries. However, a vast majority of these students are from one country and are being admitted into three programs. Our aspirations are to increase international undergraduate enrolments while diversifying geographical source and program destination.
- Expansion of graduate enrolments in areas of demand and capacity continues to be a strategic priority at Western. The current plans from the Faculties show significant growth aspirations. In the current year, full-time graduate students comprise 19% of total full-time enrolment.

We remain committed to building on the substantive gains we have made in the areas of student quality, educational quality, and the students experience. Going forward, we will continue to manage our resources and target them towards the priorities identified in our new Strategic Plan.





## **B. Updates on Priorities and Initiatives from Last Year's Budget**

The following initiatives were included in the 2020-21 Budget, and involved substantial investments.

### **1. Office of Indigenous Initiatives**

Last year's budget committed to the creation of a new Office of Indigenous Initiatives. That commitment resulted in the creation of a new unit with permanent staffing in the areas of community relations, recruitment/admissions/enrolment planning, curriculum and pedagogy advising, and elders in residence. Effective March 1, 2021, Christy Bressette has been appointed Western's first Vice-Provost and Associate Vice-President (Indigenous Initiatives).

### **2. Long-Range Space Plan**

In the 2020-21 budget, a total of \$50 million in one-time funding was allocated to support priority capital projects in our Long-Range Space Plan. The following projects are in various stages of implementation:

- The third floor of the Western Centre for Public Health and Family Medicine (previously shelled space) has been completed and will be home to the Department of Epidemiology & Biostatistics, which will be permanently relocated from the Kresge Building.
- The Kresge Building and other adjacent facilities are part of the planning currently underway for the multi-phased Medical School Project including an Interdisciplinary Research Facility involving Medicine, Science, Engineering, and Health Sciences. The Deans of these Faculties are currently developing the space plan/vision for this facility.
- A second University Hub, aimed at creating common/gathering spaces for our students, faculty, and staff, is in the preliminary planning stage, including an assessment of the site for the facility.

In addition, funding was also allocated to support our Open Space Strategy (\$6 million), sustainability and energy conservation initiatives (\$5 million), and the installation of a multi-sport inflatable sports dome to provide much-needed indoor recreation space for our students in the winter months. The first two initiatives are in various stages of implementation. The sports dome project has been delayed due to difficulties with identifying a workable site/location. We are in the process of reconsidering our approach to the indoor sports facility and details are provided later in this document (in Section C.2).

### **3. Special Funding to Support Students in Financial Need**

In response to concerns about the pandemic's impact on the financial situation of our students, we set aside \$13.5 million in one-time funding to support students' financial need through needs-based bursaries, work-study opportunities, summer research opportunities, and residence accommodation subsidies. As noted earlier (in section A), of this \$13.5 million, a sum of \$3 million was used to support our students, leaving about \$10.5 million unspent.

### **4. Continuation of the Western Research Chairs (WRC) Program**

Last year's budget allocated \$10 million in one-time funding to support the continuation of the WRC Program. The funds have been transferred to the Vice-President (Research) who, in collaboration with the Provost, is developing the go-forward approach for the WRC program. The WRC Program, which was created specifically to model Tier 1 CRCs, is being re-envisioned to

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support a wider pool of talent, and is expected to create additional capacity and high-visibility appointments that will contribute to Western's strategic research objectives. In addition, the creation of shorter-duration appointments will allow for the infusion of new ideas and innovative concepts into Western's research priorities and its reputation as a university that is particularly committed to student success. The WRCs will be used to either attract new talent (recruit) or promote (retain) talent from within. Each year, the number of available WRCs will be shared with the Deans and University-level Institute Leaders. The proposals will be evaluated by a WRC Steering Committee. Guidelines for retention and visiting WRCs will be developed this year. Changes to the current university selection process for WRCs are needed to include internal candidates. The final details of the process and governance of WRCs will be established through broad consultation by the VPR. Our current plan is to invest approximately \$500,000 per year in retention and research support, while using \$7.5 million over the next 3 to 5 years to hire WRCs into areas of strategic focus to significantly and selectively advance Western's research mission.

## **5. Interdisciplinary Research Initiatives (IDRIs)**

A sum of \$2.9 million in one-time funding was committed in last year's budget in support of Interdisciplinary Research Initiatives, bringing the total funding to \$4 million (including the \$1.1 million unspent from previous allocation in 2015-16). The funds have been transferred to the Vice-President (Research) who is developing the program with the following objectives:

- Investment in a limited number of IDRIs that have a demonstrated potential to become national and international models of excellence;
- IDRIs will be exceptional programs that advance Western's research mission, attract scholars and graduate students, and bring prestige to the University;
- The IDRIs, to be led by established or emerging scholars, will have clearly articulated research dimensions and objectives;
- Investments will total \$4 million over 4 years, with allocation of approximately \$1 million per year (subject to proposals);
- Each year, a call for proposals will be issued and Deans will be requested to submit rank-ordered proposals;
- Projects will be nominally 1 to 2 years in duration with two funding streams: Emerging (\$25,000) and Established (up to \$200,000);
- Typically, there would be 4 to 6 Emerging IDRIs and 3 to 5 Established IDRIs granted per year depending on the scope and duration of successful proposals; and
- Faculties will be encouraged to provide matching support.

Details of the IDRIs can be found at: <https://www.uwo.ca/research/funding/internal/idi.html>

## **6. The Western Academy for Advanced Research**

A sum of \$1 million in one-time funding was set aside in the 2020-21 budget to support the first-year of the Western Academy for Advanced Research. The Academy's mission is to seek ideas for solutions to major issues facing humanity through a period of focused enquiry that draws from across the full spectrum of scholarship, across all disciplines. However, due to the global pandemic, the launch of the Academy has been delayed until spring or early summer of 2021. The Provost and the Vice-President (Research) will bring forward details regarding the launch of the Academy, its structure, and operational parameters in the near future.

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## **7. University-wide Data Strategy Initiatives**

Last year's budget allocated a sum of \$1 million in one-time funding to support University-wide Data Strategy Initiatives aimed at enabling Western to empower its students, faculty, and staff with the data acumen they need to become 21<sup>st</sup> century citizens. The Data Strategy outlined a series of objectives and activities across four pillars: Faculty Development, Training Students, Understanding Students, and Corporate Data. To-date, the following initiatives are underway:

- Four Presidential Data Fellows have been recruited to bring advanced data analytic skills to four research groups on campus and to teach a series of introductory data science bootcamps for staff and faculty. The first of these bootcamps – Data Science without Tears – is now up and running.
- The Data-focused Faculty Growth Strategy is under review by the Provost and involves significant growth opportunities for Western in the areas of Medical Informatics, Data & Society, and Business/Management/Finance Analytics.
- New honours specialization, major, minor, and certificate programs in Data Science have been created and approved by Western's Senate, along with several new courses.
- A pilot data-centered industry connector hub is in development in collaboration with the Schulich School of Medicine & Dentistry.
- Early planning for the Institutional/Administrative data aspects including data governance, recruitment of a Chief Data Officer and a Chief Technology Officer, and additional staff resources.

## **8. Strategic Expansion of Engineering**

The multi-year self-funding Engineering Expansion Plan, launched in 2015-16, continues. The plan includes expansion of enrolments, faculty/staff complements, and space/facilities. The specific elements for 2020-21 were as follows:

- Full-time undergraduate enrolment reached 2,151, an increase of 605 from the 2014-15 level of 1,546.
- \$912,000 in incremental base funding was added to the Engineering budget to support expansion of faculty and staff complements.
- \$11.1 million in one-time funding was transferred to the capital budget in support of Engineering facilities expansion and renewal.

## C. Priorities for the 2021-22 Budget and New Initiatives

The recently completed planning process identified the following themes as high priorities for the University and our Faculties and Support Units:

- *Faculty and Staff Renewal*
- *Enhancing the Student Experience*
- *Support for Scholarship/Research Initiatives*
- *Investments in Curriculum Enhancement*
- *Ensuring a Safe and Sustainable Campus Physical Infrastructure that Supports our Academic Needs*
- *Preparing for our Next Strategic Plan.*

### 1. Faculty and Staff Renewal

As an outcome of the recently completed planning process, faculty and staff renewal was identified as a high and immediate priority, especially in the context of the employee retirement programs in 2019 and 2020, when 62 faculty and 116 staff took the option to retire.

In order to support the Deans with base budget flexibility to pursue faculty and staff renewal, Faculties with substantial carryforward funds (which are one-time in nature) were provided with the option of exchanging carryforward funds for base funding at the rate of \$1 million carryforward for \$150,000 base budget. This option was made available in-year in the current year (2020-21). Six Faculties participated in the program with a total exchange of \$19 million carryforward for \$2.85 million in base funding. This base funding has been incorporated into the Faculty budgets in-year in the current year and will be used to support faculty and staff complement expansion plans. In total, the Faculty plans include 94 incremental faculty positions (77 tenured/probationary and 17 limited-term) and 42 incremental staff positions in 2021-22. At the time of the writing of this budget, we did not have the final plans from the Support Units. However, based on the initial plans, we are projecting these units to add about 100 staff positions in the coming year.

The recovered carryforward funds (i.e. \$19 million one-time) are being used to support priority initiatives as described in section C.3 below.

### 2. Enhancing the Student Experience

#### Accessible Education

A recent external review (under the direction of the Provost) included 48 compelling recommendations underscoring the urgent need for a campus-wide shift to support accessibility to ensure the full engagement and success of students with disabilities, including changes in co-curricular programs and supports for these students. A student advisory committee is being established to guide the development of new programming and an implementation working group with campus-wide representation will prioritize and develop the action plan to implement the recommendations. In support of this priority, a sum of \$1 million in one-time funding in 2021-22 is being allocated.

**Western Undergraduate Summer Research Internships (USRIs)**

The USRI Program was introduced in the summer of 2020 with a one-time budget allocation of \$1 million. This provided 16-week research internship opportunities for 220 Western students. The program was extremely successful and demand exceeded the available spaces. It is recommended that the program continue in summer 2021 with a one-time budget allocation of \$2 million. The program will be adapted to current parameters and will be offered in collaboration with the Faculties as funding partners.

**Western Summer Student Teaching Support Internship Program**

Similar to the USRI Program described above, we also introduced the Summer Student Teaching Support Internship Program last summer, with a one-time budget allocation of \$1.1 million. The program was one important element of the University's support of the rapid transition to virtual delivery of courses necessitated by the global pandemic. The program supported 180 student internships. A year later, while the urgency is not as critical, it is still recommended that this program continue in the summer of 2021 and is being supported by a central one-time budget allocation of \$500,000. The plan is to support 100 internships. The students' activities will continue to provide key supports for our academic community in on-line course development. This program, to be available to undergraduate and graduate students, will also be adapted and be offered in collaboration with the Faculties as funding partners.

**Academic Advising**

Through various student feedback mechanisms, Academic Advising has been identified as an area needing improvement and expansion at Western. In response to these calls from our students, the Provost has established a Working Group to review our current approach to academic advising and to make recommendations. The Working Group will review the following areas: how to align work-integrated experiences into student learning outcomes, how to assist students to manage their programs and plan for their careers, what specialized services are required by equity-deserving groups, and how best to align/structure Faculty-based and central university-wide academic advising roles and processes. A sum of \$1 million in one-time funding is being recommended in 2021-22 to support the implementation of the Working Group's recommendations, which will follow the Provost's review, in collaboration with the Deans.

**New Office of Equity, Diversity, and Inclusion (EDI)**

In response to recommendations in the report of the Anti-Racism Working Group, Western's President committed to establishing a senior role to help lead our EDI efforts – the Associate Vice-President (EDI). In anticipation of the new position, the University is establishing a new Office of Equity, Diversity, and Inclusion, with an initial base budget allocation of \$420,000 in 2021-22. Further investments in our EDI efforts will follow after the AVP-EDI has taken up the post.

**Facilities to Support Student Experience, Health, and Well-Being**

A central component of Western's aspirations in the area of Student Experience is the provision of space/facilities to support all aspects of student life including health, wellness, and sports & recreation. In support of this priority, two major capital projects are being recommended for 2021-22:

- A University Gathering Hub which will house common/gathering/collision spaces, similar to some aspects of the University Community Centre. This facility was identified in last year's budget (as part of the University's Long-Range Space Plan) and funding has already been set-aside through previous University budgets.
- A Multi-Sport Fieldhouse which will provide much-needed indoor recreation space in the fall/winter months when the majority of our students are on campus. Last year's budget recommended the concept of a multi-sport inflatable sports dome at TD Stadium and \$4.5 million was allocated for that project. A subsequent detailed review of the pros and cons of the dome concept, including site considerations, has led to the recommendation of replacing the dome with a permanent structure (i.e. the Fieldhouse). Siting the facility on our core campus where buildable land is at a premium and needed for future educational needs is a significant consideration in our planning for sports facilities. We are therefore proposing the Fieldhouse to be constructed on top of a previously-proposed future parking structure at the current Huron Flats parking lot which is located between the Western Student Recreation Centre and TD Stadium. Preliminary assessment indicates that this approach in the proposed site is viable. We will move forward with detailed planning for the Fieldhouse and, if difficulties with the site/approach are identified, we may need to revisit the strategy. In support of this project, we are recommending \$15.5 million in one-time funding which, when added to the \$4.5 million already set aside for the Sports Dome, will bring the total to \$20 million. The Parking Garage costs will be in addition to the \$20 million Fieldhouse and will be funded through debt.

### **3. Support for Scholarship/Research Initiatives**

#### **Expansion of Services Provided by the Vice-President (Research) Portfolio**

In order to better support the University's innovation agenda and be competitive within the Canadian university landscape, the Vice-President (Research) has proposed a centralized unit dedicated to supporting innovation. In support of this need/priority, a sum of \$700,000 in base funding is provided to the Vice-President (Research) Portfolio. This investment is expected to provide significant economic and reputational benefits and is vital to increasing the societal impact of research. Through this investment, Western will be able to provide unique training opportunities, nurture our entrepreneurship ecosystem, leverage external funding opportunities, and establish mutually beneficial partnerships that empower our academic community to connect their work to communities, knowledge users, and industry. The proposed new unit will be led by a new Associate Vice-President (Innovation & Strategic Partnerships), and will assume oversight responsibility for WORLDdiscoveries and the Western Research Parks. The staffing and structure of the new unit will be determined by the new AVP.

#### **Incremental Resources to Support Pan-University Academic Priorities**

As described earlier, a sum of \$19 million in carryforward funds was transferred to the central budget (in exchange for \$2.85 million in base funding to the Faculties) in-year in the current year. Of this \$19 million, we have allocated \$15 million to an endowment to support the academic priorities. This endowment will yield an annual amount for spending of approximately \$600,000 in the steady-state. In conjunction with the Vice-President (Research), support for a revised WRC program and/or the Western Academy for Advanced Research could become important components of the annual spend

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of this fund. The use of the annual spendable amount in subsequent years will be reviewed in the context of the University's next Strategic Plan which is currently under development.

The remaining \$4 million (from the \$19 million) will be used by the Provost, in collaboration with the Deans and the Vice-President (Research), as supplemental funding to enhance Western's academic and scholarship/research performance through investments across all disciplines as opportunities are identified.

### **The Postdoctoral Fellowships Program**

The 2018-19 University Budget introduced an initiative aimed at attracting and retaining top-tier postdoctoral talent (domestic and international) – the Postdoctoral Fellowships Program – as a pilot program with one-time funding. As recommended by the Vice-President (Research), the program is being continued in 2021-22 with an allocation of \$310,000 in one-time funding. The program will be adapted to current parameters and will continue as a partnership with the Faculties providing matching funding.

### **An Innovative Clinical Research Platform to Test Simple Scalable Solutions in Care for Big Impact on Health**

Health care should be backed by high-quality evidence. This evidence-base is difficult to establish because of the formidable logistical and financial challenges of running traditional clinical trials. Western's clinical researchers are poised to build the evidence-base for feasible and sustainable health care solutions by employing innovative approaches to embed research at the point of care. By focusing on novel and creative approaches to clinical trials, Western can be a leader in advancing health outcomes for our community and enhancing our ranking and reputation as a health research University.

A sum of \$6 million in one-time funding is being recommended to support the development of a Clinical Research Platform that will differentiate Western by focusing on clinical studies that address simple scalable solutions in routine care for big impact on health. This platform will enable affordable randomized studies that incorporate pragmatic trials, virtual health research, quality improvement research, population and community-based research, health policy, and innovative interventions. The platform will operate with a core services model to provide flexible 'wrap-around' support for investigators including methodological expertise (including biostatistics and health economics), data analysis and management capabilities, streamlining ethical review processes, knowledge transfer planning with implementation, and training of the next generation of health researchers.

### **Support of University-level Research Institutes**

In order to strengthen the activities of University-level Research Institutes reporting to the Vice-President (Research), a sum of \$750,000 in one-time funding is being recommended in 2021-22. This funding will support resources already existing within the Vice-President's research support funding envelopes and will be used to support the indirect costs of research within the institutes.

### **Interdisciplinary Research Facilities**

Last year's budget signaled the construction of an Interdisciplinary Medicine/Science Research Facility as one component of the multi-phased Medical School Facilities Renewal/Expansion Project.

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As an outcome of early discussions on the vision for the Interdisciplinary Facility, the project has evolved and now includes the Faculties of Engineering and Health Sciences. The Deans of Schulich, Science, Engineering, and Health Sciences are in the program planning/vision stage of the project. Details of the project will be developed this year. It is expected that other Faculties would also participate in the collaborative research activities that will eventually reside in the facility.

The University's Long-Range Space Plan (outlined in Table 13) includes many other capital projects that are critical to the University's research aspirations, including other facilities in Chemistry, Medicine, and Engineering. The scale and scope of these subsequent projects will depend on the activities that are housed in the proposed Interdisciplinary Medicine/Science/Engineering/Health Sciences Facility – and therefore, planning for the subsequent projects will follow at a later date.

#### **4. Investments in Curriculum Enhancement**

##### **Interdisciplinary Curriculum Initiatives (IDCIs)**

Interdisciplinarity in all aspects of our academic activities continues to be a high priority. The Interdisciplinary Research Initiatives Program (IDRIs), described earlier in section B.5, is being re-launched under the direction of the Vice-President (Research). As a complement to the IDRIs, funding support (\$2 million, one-time) for the development of interdisciplinary courses/programs is being recommended for 2021-22. Under the direction of the Provost, the IDCIs will provide resources to our Faculties to allow faculty members to dedicate time to develop and deliver courses/programs, across Faculties and departments, with the appropriate support from staff and students. The Provost will work with the Deans to set priorities and adjudicate funding requests.

##### **EDI Curriculum Development**

A sum of \$1 million in one-time funding is being recommended to support Equity, Diversity, and Inclusion (EDI) curriculum development across the University.

Pedagogy and curriculum are widely noted as the essential links to operationalizing institutional equity, diversity, and inclusion (EDI) goals. Curricular and pedagogical EDI change is a complex process which requires an institution-wide systemic approach in order to be sustainable. A 'pathways' approach to EDI teaching and learning creates programming which offers multiple entry-points for all instructors at various stages along their EDI journeys.

Hosted by the Centre for Teaching and Learning, the EDI Pathways program will offer scaffolded initiatives that enhance instructors' skills across three domains of inclusive education: foundational, pedagogical, and curricular skills. EDI Pathways will enhance instructors' foundational awareness of how EDI impacts student experiences in the classroom, empower instructors with the pedagogical skillset and confidence to take a strengths-based approach to student diversity in their teaching, and equip instructors with the curricular knowledge and resources to collaboratively implement programmatic change.

##### **Indigenizing University Curriculum**

A sum of \$1 million in one-time funding is being recommended in support of Indigenizing university curriculum, which calls for ethical attention and respect for the integrity of Indigenous knowledge.

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Guiding principles of this work include: privileging Indigenous academic leadership and local Indigenous community voices; upholding the integrity of Indigenous knowledges and worldviews, and engaging Indigenous Knowledge Keepers in the processes of sharing Indigenous knowledges in the university; supporting ongoing learning and capacity building of non-Indigenous instructors across disciplines; and investing in Indigenous curricular changes at programmatic levels.

The Office of Indigenous Initiatives will create a library of broad-based thematic resources (Online Learning Bundles) that are accessible to all faculty members and programs at Western. The creation of an Indigenous Curriculum Developer role will support the respectful integration of Indigenous Learning Bundles into courses and will support changes to pedagogical practices and curricular change more broadly. An Indigenous Curriculum Grant will support curricular change at the program level.

### **The Next Round of Strategic Expansion of Engineering**

As an outcome of the recently-completed planning process, a proposal from Engineering (in collaboration with Science), to further expand undergraduate Engineering programs has received support from the Provost. The proposed expansion involves a new 5-year undergraduate program that combines the core elements of Artificial Intelligence (AI) and Information & Communications Technology with any of the core disciplines in Engineering. The program is being developed by the Department of Electrical and Computer Engineering, in partnership with other departments in Engineering and the Faculty of Science. The proposed plan is expected to result in 700 incremental undergraduate students in the steady-state and involves corresponding expansion of faculty/staff complements and facilities. Details of the proposal are currently in early planning stages and, similar to the currently-ending first round expansion plan, will be fully self-funding. Budget investments (in both Engineering and Science) will begin in 2022-23.

As described in section B.8, a multi-year self-funding Engineering Expansion Plan was launched in 2015-16 and included expansion of enrolments, faculty/staff complements, and space/facilities. That first round of expansion is reaching steady-state in 2021-22 with the final base budget investment of \$895,000.

## **5. A Safe and Sustainable Campus Physical Infrastructure that Supports our Academic Needs**

The University's space/facilities requirements to support our academic priorities are reviewed as part of our integrated approach to planning and the updated Long-Range Space Plan is summarized in Table 13. As part of this budget, we seek approval from the Board of Governors to proceed with planning for the projects in Category 1 and 2 of Table 13, with the understanding that these projects and the detailed funding plans will be brought forward on an individual basis for formal Board approval.

In addition to the capital projects noted in sections C.2 to C.4 above, the 2021-22 Budget recommends investment in the following two high priority initiatives:

### **University-wide Sustainability Initiatives**

Western is committed to addressing sustainability challenges and recognizes that as a university we have an important role to play in building a sustainable future. Western has made several regional, national, and international sustainability commitments, including the Talloires Declaration, the COU Pledge: Ontario Universities Committed to a Greener World, and the Paris Pledge for Action.

By signing onto the Paris Pledge for Action, Western has committed to reduce our Green House Gas Emissions by 30% by 2030 (compared to 2005) and by 80% by 2050. In order to meet these commitments, Western is taking bold steps and making significant investments.

Western has committed to continuous improvement in sustainability performance. We have maintained an active STARS rating since 2011, through the Association for the Advancement of Sustainability in Higher Education and received a Gold rating in 2018. Western also participates in Times Higher Education's Impact Rankings, which assess universities against the United Nations Sustainable Development Goals (UN SDGs). We are proud to rank #26 in 2020, out of 768 universities in 85 countries.

In 2012, Western developed its first 10-year Sustainability Plan, and that plan has guided the university. Later this year, Western will be embarking on the development of a new Climate and Sustainability Strategy. The President's Advisory Committee for the Environment and Sustainability (PACES) will be instrumental in building this strategy – and this strategy is expected to be informed by the University's new Strategic Plan currently under development.

**PACES:** To support PACES in developing short-term engagement strategies to promote sustainability across campus, we are recommending the allocation of \$1.5 million in one-time funding in 2021-22. This allocation will support consulting services, outreach & programming, events, internships, and a \$1 million “green innovation fund”.

**Campus-wide Greenhouse Gas Reduction Initiatives:** As described earlier, by signing onto the Paris Pledge for Action, Western has committed to significantly reducing our Green House Gas Emissions. In order to meet these commitments, Western has been taking bold steps and making significant investments (over \$35 million over the last 4 years). In this budget, we are recommending an additional \$10 million in one-time funding to support our campus-wide sustainability initiatives.

Western has partnered with an energy and carbon focused engineering firm, and has embarked on a Deep Energy Retrofit Program for existing buildings. The program optimizes and re-engineers building systems to enable sharing or transferring of energy within the building in order to minimize external energy requirements and reduce the carbon footprint. The \$10 million investment in this budget will allow Western to continue implementing Deep Energy Retrofit projects, a key strategy to enable achievement of the 2030 carbon reduction goal.

Additionally, these funds will be used to continue the expansion of the campus energy loop that will allow the most efficient use of heating and chilling equipment across the campus supporting carbon emission reduction.

### **The Open Space Strategy**

A sum of \$10 million in one-time funding is proposed to support our Open Space Strategy. This multi-year initiative involves projects aimed at the transformation of our core campus into a more pedestrian-friendly campus.

### **6. Preparing for our Next Strategic Plan**

The University is currently in the process of developing a new Strategic Plan which is expected to be presented for approval to the Senate and the Board of Governors in June 2021. In anticipation of the aspirations and directions of our new Strategic Plan, the following are being recommended for the 2021-22 Budget:

- A sum of \$20 million in one-time funding to support the implementation of priorities recommended in the new Strategic Plan.
- A sum of \$2.5 million in one-time funding to the Vice-President (Advancement) Portfolio – in order to begin pre-planning for the necessary staff resources to support the next fundraising campaign. Fundraising to support our academic aspirations will be a high priority in the coming years. We expect the details of our campaign priorities and targets to be established after approval of the new Strategic Plan.
- A sum of \$1 million in base funding for Western Communications to enhance our central communications infrastructure which plays an increasingly critical role in all aspects of promoting and communicating our priorities, and celebrating our successes, in a rapidly-evolving high-tech global environment. Our communications strategy is expected to play a key role in supporting our Strategic Plan directions and fundraising activities.

*Note: Many of the initiatives in this section C are funded through one-time allocations. After these initiatives get underway, additional resource needs will be reviewed as part of future planning cycles and incremental funding (base and/or one-time, as appropriate) will be recommended.*

## **D. One-Year Transitional Plan Summary**

We seek approval of the 2021-22 Budget as outlined in this document. The recommendations in this document have been guided by projections of operating revenues and expenditures for the upcoming year. These projections respect the requirement of an operating reserve at the Board-mandated minimum level of \$7.5 million. Table 1 summarizes our current forecast for 2021-22 and the major underlying assumptions are as follows:

### **Revenues**

- Provincial government grant funding remains constant in 2021-22 – consistent with the current corridor funding system.
- The federal government’s Research Support Fund, which is in recognition of the indirect costs of granting-council-supported research covered by the University’s operating budget, remains constant in 2021-22.
- As required by the Province, domestic tuition rates were rolled back 10% in 2019-20 and were held constant in 2020-21. At this point in time, we have not received any information on the domestic tuition framework for the upcoming year.

International tuition rates are de-regulated, and our proposed rate increases are shown in Tables 10 and 11.

- Enrolment projections and plans underlying the tuition revenue projections are shown in Table 12. As indicated earlier, our first-year class (for budgetary purposes) is assumed to be an intake of 5,600 students. However, we will work to achieve higher enrolments in areas of demand and capacity and in the expansion of international enrolments.
- As noted earlier (in section A), COVID-19 had a significant impact on our Ancillary Units and therefore the transfers from these units to the Operating Budget (i.e. associated with space/rent costs and central administrative services provided by the University) were reduced substantially in the current year. For 2021-22, we are expecting our ancillary units to gradually return to pre-COVID operational levels and the revenue from this source reflects this gradual ramp up of operations.

### **Expenditures**

- Faculty and Support Unit base budgets have been adjusted to reflect the 3% Inflationary Budget Adjustment (IBA).
- Enrolment-related revenue sharing allocations to the Faculties continues in 2021-22, and the projections are shown in Table 4a.
- Increases in non-salary costs for major University-wide budget items (e.g. utilities, insurance, and I.T. infrastructure) were impacted by the global pandemic, and the expenditures in Table 7 are based on the current estimates from the units that manage these expenditures.

- Central funding to cover the costs of negotiated employee compensation increases have been set aside and these funds will be transferred to Faculty and Support Unit budgets throughout the year, as the various compensation provisions are implemented.

**Net Position and the Operating Reserve**

- As can be seen in line 32 of Table 1, the Operating Reserve is projected to be at \$62.7 million at the end of the current year (i.e. 2020-21). The reserve is projected to be \$66.6 million at the end of the upcoming year (2021-22) – above the current Board-mandated minimum level of \$7.5 million.

**Table 1**  
**ONE-YEAR TRANSITIONARY PLAN**

		2018-19	2019-20	2020-21	2021-22
1	<b>REVENUES</b>				
2	<b>Government Grants</b>				
3	Provincial: Core Operating Grant (enrolment-based)	241.8	241.8	241.7	241.7
4	Provincial: Differentiation Envelope	22.0	22.0	22.0	22.0
5	Provincial: Special Purpose Grants	20.0	20.8	19.4	19.0
6	Federal: Research Support Fund (FRSF)	11.1	11.5	11.5	11.5
7	<b>Total</b>	<b>294.9</b>	<b>296.1</b>	<b>294.6</b>	<b>294.2</b>
8	<b>Tuition Revenue</b>	<b>406.6</b>	<b>401.5</b>	<b>418.4</b>	<b>442.6</b>
9	<b>All Other Revenues</b>				
10	Canada Research Chairs (CRCs)	6.7	6.8	8.5	8.8
11	Recoverable Salaries	26.1	26.5	25.8	25.8
12	All Other	68.5	76.5	60.0	61.7
13	<b>Total</b>	<b>101.3</b>	<b>109.8</b>	<b>94.3</b>	<b>96.3</b>
14	<b>Total Revenues</b>	<b>802.8</b>	<b>807.4</b>	<b>807.3</b>	<b>833.1</b>
15	<b>EXPENDITURES</b>				
16	<b>Faculties</b>				
17	Base Budgets	427.8	423.6	424.3	427.5
18	Revenue Sharing Allocations	0.0	5.5	9.7	14.7
19	Canada Research Chairs (CRCs)	5.8	5.9	7.4	7.6
20	All Other	49.7	47.2	46.6	46.7
21	<b>Total</b>	<b>483.3</b>	<b>482.2</b>	<b>488.0</b>	<b>496.5</b>
22	<b>Scholarships and Bursaries</b>	<b>34.3</b>	<b>32.9</b>	<b>35.1</b>	<b>35.2</b>
23	<b>Support Areas</b>	<b>104.6</b>	<b>105.3</b>	<b>108.4</b>	<b>109.7</b>
24	<b>University-wide Expenditures</b>	<b>76.2</b>	<b>78.6</b>	<b>76.2</b>	<b>79.6</b>
25	<b>Provision for Cost Fluctuations</b>	<b>0.0</b>	<b>0.0</b>	<b>0.2</b>	<b>20.0</b>
26	<b>One-Time Allocations</b>	<b>91.4</b>	<b>104.5</b>	<b>135.1</b>	<b>88.1</b>
27	<b>Total Expenditures</b>	<b>789.8</b>	<b>803.5</b>	<b>843.0</b>	<b>829.1</b>
28	<b>REVENUES minus EXPENDITURES</b>	<b>13.0</b>	<b>3.9</b>	<b>-35.7</b>	<b>4.0</b>
29	<b>OPERATING RESERVE</b>				
30	Beginning Operating Reserve	81.5	94.5	98.4	62.7
31	Surplus / (Deficit) -- from Line 28 above	13.0	3.9	-35.7	4.0
32	<b>Ending Operating Reserve</b>	<b>94.5</b>	<b>98.4</b>	<b>62.7</b>	<b>66.6</b>

## **E. Summary of the 2021-22 Operating Budget**

Table 2 summarizes the 2021-22 Operating Budget – including total revenues, expenditures by area, net position for the year, and the projected operating reserve.

Line 5: Total operating revenue is projected to be \$833.1 million in 2021-22 – an increase of 3.2% over 2020-21. Details of the operating revenues are shown in Table 3.

Line 13: Total expenditures are projected to be \$829.2 million in 2021-22 – a decrease of 1.6% over 2020-21. Details of the expenditures (by area) are shown in Tables 4 through 8.

Line 14: The in-year net position is projected to be a (planned) deficit of \$35.7 million in 2020-21 and a surplus of \$4.0 million in 2021-22.

Line 17: The Operating Reserve is forecast to be \$62.7 million at the end of 2020-21 and \$66.6 million at the end of 2021-22.

**Table 2**  
**SUMMARY OF OPERATING BUDGET: 2021-22**

	<a>	<b>	<c>	
	2020-21 Budget (@Feb 28, 2021)	2021-22 Budget	\$ Change from 2020-21	
1	<b>Operating Revenues (Table 3)</b>			
2	Government Grants	294,643,930	294,249,462	-394,468
3	Tuition Revenue	418,382,602	442,627,592	24,244,990
4	All Other	94,302,730	96,255,051	1,952,321
5	<b>Total Revenues</b>	<b>807,329,262</b>	<b>833,132,105</b>	<b>25,802,843</b>
6	<b>Expenditure Budgets</b>			
7	Faculties (Table 4)	487,995,253	496,463,751	8,468,498
8	Scholarships and Bursaries (Table 5)	35,126,611	35,234,591	107,980
9	Support Areas (Table 6)	108,424,892	109,775,508	1,350,616
10	University-wide Expenditures (Table 7)	76,226,825	79,645,907	3,419,082
11	Provision for Cost Fluctuations	200,000	19,972,528	19,772,528
12	One-Time Allocations	135,031,510	88,084,609	-46,946,901
13	<b>Total Expenditures</b>	<b>843,005,091</b>	<b>829,176,894</b>	<b>-13,828,197</b>
14	<b>Surplus / (Deficit) - Line 5 minus Line 13</b>	<b>-35,675,829</b>	<b>3,955,211</b>	
15	<b>Beginning Operating Reserve Balance</b>	<b>98,399,681</b>	<b>62,723,852</b>	
16	Surplus / (Deficit) -- Line 14 above	-35,675,829	3,955,211	
17	<b>Closing Operating Reserve Balance</b>	<b>62,723,852</b>	<b>66,679,063</b>	
18	<b>Board-mandated Minimum Level Reserve Target</b>	<b>7,500,000</b>	<b>7,500,000</b>	



## **F. Details of the 2021-22 Operating Revenue Forecasts (Table 3)**

### **Government Grants**

In 2017-18, the Provincial Government introduced an enrolment corridor-based funding system whereby the major portion of provincial grants would flow as a block grant, provided the institution maintains an overall level of domestic enrolments. More recently, the Province had signaled the move to a performance-based funding system whereby, gradually, over the next 5 years (starting with 2020-21), the major portion of grant funding would be tied to ten performance/outcomes metrics. However, in response to the global pandemic and its impact on university operations, the Province has delayed the transition to the performance-based funding system for a two-year period. Therefore, we continue to present the provincial government grant information using the current structure (Table 3, lines 2 through 4).

### **Tuition Fees**

The recommended tuition fee rates for 2021-22 are summarized in Tables 10 and 11. Tuition revenue projections are a function of tuition rates and the enrolment forecasts shown in Table 12.

### **Domestic Students**

As noted earlier (in section A), we have not heard from the Province about the domestic tuition framework for 2021-22 and beyond.

### **International Students**

Recent University budgets highlighted the fact that Western's international undergraduate student tuition rates were below the average of our peer research-intensive institutions in Ontario and it was noted that, looking forward, our recommendations for these tuition fees will seek to move Western's tuition rates to the level of our peers. The recommendations for international undergraduate tuition fees continue on the path to narrowing the gap with our peer institutions.

Starting with the fall term of 2018, tuition rates for international Ph.D. students have been set at the same rate as domestic students.

### **All Other Revenues**

A number of other sources contribute to the University's Operating Budget. Major items to note are the Canada Research Chairs (CRCs), the Fee-for-Services Transfer from the Affiliated University Colleges, Fundraising associated with Student Financial Aid, Royalties and Licenses, and the Fee-for-Services Transfer from Ancillaries and Other Self-funded Operations.

- Table 9 summarizes the distribution of currently-occupied CRCs at Western. Our current allocation is a total of 75 CRCs. The occupancy of the Chairs turns over dynamically as terms end and begin. There are 57 occupied Chairs in the current year and we are projecting this to increase to 59 in 2021-22, with \$8.8 million in associated revenue.

- The Fee-for Services Transfer from the Affiliated University Colleges represents payments for services and teaching provided to their students. The transfer rate for 2021-22 is at the steady-state level of 12% of the Colleges' grant and tuition revenue, and our current projection is that the transfer will remain unchanged in the coming year.
- Fundraising for needs-based Student Awards continues to be of high priority for the University. In 2021-22, we project a sum of \$9.4 million from this source.
- The revenue from Royalties and Licenses includes patents/licenses associated with the Roberts Research Institute which flows to the Schulich School.
- Western's self-funded operations and ancillary units transfer substantial funds to the University Operating Budget by way of payments associated with facilities/land costs and services provided by the University. The category also includes the payment from the Ivey Business School to the University for services provided by the University to Ivey, a component within the funding model for the Ivey School that was introduced in 2004-05.

## G. Details of the 2021-22 Expenditure Recommendations

### 1. Faculty Budget Recommendations

Table 4 shows the 2021-22 **base budget recommendations** for Western's Faculties. Final 2021-22 base budgets are the net result of the following:

- Starting base budgets;
- The Inflationary Budget Adjustments (IBA);
- Faculty Turnover Recovery (for pre-2016 retirements), which returns the greater of \$92,000 or 60% of the retiring or departing member's salary to the Faculty budget;
- Academic Priorities Fund (APF) allocations;
- Targeted government program expansion or program-specific funding; and
- Funds associated with CRC positions (detailed in Table 9).

The **Inflationary Budget Adjustment (IBA)** – which reduces the base budget by 3% – is applied annually. This adjustment is required to help fund inflationary costs, which are primarily the annual employee salary increases as negotiated through collective bargaining agreements. *It should be noted that central funding to cover the costs of negotiated employee compensation increases will be incrementally added to Faculty base budgets (in year) as the information is available – i.e. the funds will be added to the figures shown in column <g> of Table 4.* For information, during the period 2009-10 through 2019-20 (in total), central funding to the Faculties for compensation increases exceeded the Inflationary Budget Adjustments by \$3.1 million.

As an outcome of the 2016-17 planning cycle, in order to provide Faculties with resources to support faculty renewal, the **Faculty Turnover Recovery Program** was temporarily suspended. Turnover recovery was waived for all tenured/probationary faculty retirements (or exits of faculty members at age 55 or higher) signed between February 1, 2016 and June 30, 2022 – where the faculty member leaves the University by July 1, 2022. Turnover recovery associated with all previous exits – which are currently built into the Faculties' budget plans – will be applied as planned. The Turnover Recovery Policy will be reviewed as part of the next multi-year planning cycle.

The **Academic Priorities Fund (APF)** shown in line 18 of Table 4 was established in 2011-12. The Provost's APF recommendations are in direct response to requests from the Faculties – and are made in the context of the following considerations:

- The Faculty's overall resource situation relative to enrolments/teaching
- Plans for program expansion and/or development of new graduate and undergraduate programs
- Projected revenue sharing allocations
- Resources relative to similar programs/Faculties
- Cost structure variations among disciplines/Faculties
- Relationship between resources, enrolments, and faculty/staff complements
- Scholarship/research activities and new initiatives, including interdisciplinary or cross-Faculty initiatives
- Previous investments made in currently-ending 2-year planning cycle

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The **Faculty-specific APF base recommendations** for 2021-22 (shown in column <d> of Table 4) are:

- \$130,000 to the Faculty of Arts & Humanities in support of Second Language Acquisition (French – joint with the Faculty of Education) and Indigenous Artist in Residence initiatives;
- \$105,000 to the Faculty of Education in support of the Second Language Acquisition (French – joint with the Faculty of Arts & Humanities) initiative and a Curriculum Innovation Framework;
- \$150,000 to the Faculty of Health Sciences to support expansion of professional graduate programs;
- \$150,010 to the Faculty of Information & Media Studies in support of a faculty appointment in Communications and a research officer staff position (joint with Law and Music);
- \$36,010 to the Faculty of Law in support of the research officer staff position (joint with FIMS and Music);
- \$100,000 to the Schulich School of Medicine & Dentistry in support of a communications/marketing initiative;
- \$150,000 to the Don Wright Faculty of Music for a faculty position in Piano and the research officer staff position (joint with FIMS and Law);
- \$150,000 to the Faculty of Science to support a faculty appointment in Data Science;
- \$150,000 to the Faculty of Social Science for a faculty position in Clinical Psychology.

As noted earlier (in section C.4), the multi-year **strategic expansion of Engineering** will flow a sum of \$895,000 in base funding to the Engineering budget (Table 4, line 4, column <e>). With this allocation, this round of Engineering expansion funding reaches steady state. As described earlier, another round of Engineering expansion (focused on an Artificial Intelligence stream) is underway and will be supported through targeted resource allocations, starting in 2022-23.

The **funding model for the Ivey Business School**, introduced in 2004-05, flows all tuition fees and government grants deriving from the School's enrolments directly to Ivey. Under this funding model, the Ivey School does not participate in the University's other funding programs such as the APF, the Research Infrastructure Support Fund (RISF), and other targeted special funding programs – and the School is responsible for all its costs, including annual employee compensation increases. The School also transfers an annual amount to the central budget reflecting the cost of the services provided to the School by the University.

Over and above the base budget allocations, the Faculties receive substantial additional on-going funds through the **enrolment-related revenue sharing mechanism** that was implemented in 2011-12. A proportion of tuition revenue deriving from incremental enrolments flows to the Faculties, as follows:

- 40% on direct-entry undergraduate enrolments/teaching
- 40% on second-entry (or professional) undergraduate enrolments
- 50% on graduate enrolments

The Faculty-specific breakdown of the projected \$14.7 million in revenue sharing allocations is shown in Table 4a. This amount is on top of a total of \$46.2 million that was rolled into Faculty base budgets in 2018-19.

The Faculties also receive additional budgetary support through:

- **One-time operating budget allocations** (totaling \$7.4 million) – which are detailed in Table 8 (lines 17 to 29);

- **The Research Infrastructure Support Fund (RISF)** -- \$750,000 (Table 4, line 16); and
- Support for **Faculty-specific capital projects** through the University's Capital Budget.

A consolidated summary of the Provost's allocation recommendations for the Faculties (from the various sources described above) is presented in Figure C. These recommendations are for the 2021-22 Budget.

*Figure C*

**SUMMARY OF 2021-22 ALLOCATION RECOMMENDATIONS FOR THE FACULTIES**

		Base Allocations	One-Time Allocations	Capital Allocations
1	Arts & Humanities	130,000	175,000	111,500
2	Education	105,000	12,500	300,000
3	Engineering	895,000	150,000	106,000
4	Health Sciences	150,000	150,000	180,000
5	Information & Media Studies	150,010		
6	Law	36,010	113,989	250,000
7	Medicine & Dentistry	100,000	150,000	
8	Music	150,000	150,000	
9	Science	150,000	150,000	100,000
10	Social Science	150,000	100,000	100,000
11	<b>Total</b>	<b>2,016,020</b>	<b>1,151,489</b>	<b>1,147,500</b>

*Note: These recommendations are for the 2021-22 budget -- and should be considered in the context of resource allocations made in previous multi-year planning cycles.*

## **2. Scholarships and Bursaries**

Base budget allocations for centrally-funded student support are shown in Table 5. Overall student support funding is projected to be \$35.2 million in 2021-22.

- Fundraising for undergraduate and graduate student needs-based awards continues to be a high priority for the University. In 2021-22, we project a sum of \$9.4 million from this source.
- As the footnote in Table 5 indicates, graduate student funding is now addressed through the Faculty budgets and the Faculty Plans estimate a total of \$56.1 million in 2021-22 for this high priority item.

## **3. Support Unit Budget Recommendations**

Table 6 shows the 2021-22 base budget recommendations for Support Units. Final 2021-22 base budgets are the net result of the following:

- Starting base budgets;
- The Inflationary Budget Adjustments (IBA);
- Support Units Priorities Fund (SUPF) allocations; and
- Other strategic base allocations.

The **Support Unit Priorities Fund (SUPF)** was established in 2011-12, and the unit-specific base allocations for 2021-22 (shown in column <c> of Table 6) are:

- \$100,000 to Western Libraries for an operations librarian position;
- \$90,398 to the Registrar's Office for a I.T. systems staff position;
- \$99,250 to the Office of Indigenous Initiatives to support a communications staff position and an Indigenous Learning Fund;
- \$85,000 to the Vice-Provost (Academic Planning, Policy, and Faculty) Portfolio to support a data analyst staff position;
- \$100,000 to Western International for a staff position to manage international agreements;
- \$100,000 to Financial Services to build staff capacity in Research Finance;
- \$130,400 to Facilities Management to support additional staffing in the areas of Engineering Drawings and Sustainability Initiatives;
- \$104,000 to Police Services to maintain and enhance staff resources;
- \$15,000 to Internal Audit to sustain operations;
- \$60,000 to Legal Services for additional staffing;
- \$175,000 to the Vice-President (Research) Portfolio to support additional research-related services, including incremental staffing;
- \$180,000 to the Vice-President (Advancement) Portfolio to support the next fundraising campaign;
- \$145,000 to Human Resources to support a Health, Safety, and Well-Being Technology Platform;
- \$100,000 to the Office of the President & Vice-Presidents for additional staffing;
- \$60,000 to Western Communications to support the Western Alumni Gazette;
- \$100,000 to the University Secretariat for staff resources to support the Senate Review Board Academic (SRBA) and the University Disciplinary Appeals Committee (UDAC) appeal processes.

The Provost and the Vice-President (Operations & Finance) are also carrying forward a portion of the SUPF resources associated with their units for allocation in the future. These are shown in lines 14 and 22 of Table 6.

The Support Units receive over \$2.1 million in additional base allocations (column <d>, Table 6) for **priority initiatives**:

- \$700,000 to the Vice-President (Research) Portfolio as described in section C.3;
- \$1 million to Western Communications as outlined in section C.6; and
- \$420,000 to support the creation of the new Office of Equity, Diversity, and Inclusion as described in section C.2.

Similar to the Faculties, the Support Units also receive additional budgetary support through:

- **One-time operating budget allocations** (\$4.9 million) which are detailed in Table 8 (lines 30 through 49); and
- Support for **Unit-specific capital projects** through the University's Capital Budget.

#### 4. University-wide Expenditures

Table 7 summarizes University-wide Expenditures. These are expenses that extend across all areas of the University.

- The increase in the University’s physical plant **Utilities** is the net result of the campus gradually returning to normal operations, projected utilities rate increases, utilization patterns, anticipated savings resulting from the implementation of energy efficiency initiatives, and the opening of new buildings.
- The **Library Acquisitions Budget** continues to be a high priority and is being maintained at the current level of \$15.4 million.
- The **Maintenance, Modernization, and Infrastructure (MMI)** transfer to the Capital Budget is being maintained at the Board-approved level of \$15.5 million. This budget line will be reviewed as part of the next multi-year planning cycle.
- The **FRSF Transfer to Capital** continues at the \$3 million level and these funds are used to support major projects in our Long-range Space Plan that involve research facilities.
- The **Information Technology Infrastructure Fund (ITIF)** supports rapidly-expanding University-wide central IT infrastructure including our networks, wireless technologies, internet bandwidth, IT security infrastructure, general university computer labs, instructional support and eLearning software applications, central university databases, the hardware necessary to run the applications and databases, and maintenance costs associated with all the hardware and software.
- **Contingency** is being set at approximately \$2.1 million or 0.25% of Operating Revenues, as in previous years.

#### 5. One-Time Recommendations

The Faculties and Support Units will receive substantial one-time funding in 2021-22. The specific one-time recommendations are summarized in Table 8 – and include unit-specific items as well as allocations for University-wide initiatives.

- As described earlier in Section C of this document, the following high priority university-wide initiatives are recommended for support in the 2021-22 budget – with one-time allocations:
  - Support for our **New Strategic Plan Priorities/Directions** in future years: \$20 million.
  - **Multi-Purpose Sports Field House**: \$15.5 million
  - **Sustainability Initiatives** – programming and infrastructure: \$11.5 million
  - **The Open Space Strategy** – \$10 million to continue with the transformation of our core campus into a pedestrian-friendly campus
  - Human Resource support for a **Research Platform in the Medical School**: \$6 million
  - Support for our **next Fundraising Campaign**: \$2.5 million
  - **Interdisciplinary Teaching Initiatives**: \$2 million
  - Continuation of the **Undergraduate Summer Research Internship Program**: \$2 million
  - Curriculum Development in **EDI Education and Indigenous Education**: \$1 million each
  - **Accessible Education** Initiatives: \$1 million

- Enhancement of Student **Academic Advising** Services: \$1 million
- Support for **University-level Research Institutes**: \$750,000
- **The Summer Student Teaching Support Program**: \$500,000
- **The Postdoctoral Fellowships Program**: \$310,000



**Table 3**  
**2021-22 OPERATING REVENUES**

		2020-21 Budget Forecast (@Feb 28, 2021) (1)	2021-22 Budget (2)	Increase / (Decrease) Amount (3)	% Change (2) to (1)
1	<b>Government Grants</b>				
2	Provincial: Core Operating Grant (Enrolment-Based)	241,671,833	241,671,833	0	0.0%
3	Provincial: Differentiation Envelope	21,984,916	21,984,916	0	0.0%
4	Provincial: Special Purpose Grants	19,497,924	19,103,456	-394,468	-2.0%
5	Federal Research Support Fund (FRSF)	11,489,257	11,489,257	0	0.0%
6	<b>Sub-Total Government Grants</b>	<b>294,643,930</b>	<b>294,249,462</b>	<b>-394,468</b>	<b>-0.1%</b>
7	<b>Tuition Revenue</b>				
8	Undergraduate	277,313,564	283,752,735	6,439,171	2.3%
9	Graduate	60,870,462	67,122,028	6,251,566	10.3%
10	<i>Sub-Total General Programs</i>	<i>338,184,026</i>	<i>350,874,763</i>	<i>12,690,737</i>	<i>3.8%</i>
11	Ivey Programs (HBA, MBAs, MSc, PhD)	70,044,790	81,602,331	11,557,541	16.5%
12	International Medical and Dental Students	9,328,786	9,325,498	-3,288	0.0%
13	<i>Sub-Total Other Programs</i>	<i>79,373,576</i>	<i>90,927,829</i>	<i>11,554,253</i>	<i>14.6%</i>
14	Miscellaneous Fees	825,000	825,000	0	0.0%
15	<b>Sub-Total Tuition Revenue</b>	<b>418,382,602</b>	<b>442,627,592</b>	<b>24,244,990</b>	<b>5.8%</b>
16	<b>Other Revenues</b>				
17	Canada Research Chairs (CRCs)	8,500,000	8,800,000	300,000	3.5%
18	Fee for Services Transfer from Affiliated University Colleges	11,530,784	11,530,784	0	0.0%
19	Recoverable Salaries	25,805,200	25,812,000	6,800	0.0%
20	Fundraising -- Need-based Student Awards and Bursaries	9,650,000	9,350,000	-300,000	-3.1%
21	Application Fees	1,780,258	1,780,258	0	0.0%
22	Research Overhead Revenues	3,100,000	3,100,000	0	0.0%
23	Royalties and Licences	3,850,000	3,850,000	0	0.0%
24	Scholarship/Research Initiatives in the SSHRC Disciplines	353,702	367,443	13,741	3.9%
25	Fee for Services Transfer from Self-Funded & Ancillary Operations	27,092,400	29,036,400	1,944,000	7.2%
26	Miscellaneous Revenues	2,640,386	2,628,166	-12,220	-0.5%
27	<b>Sub-Total Other Revenues</b>	<b>94,302,730</b>	<b>96,255,051</b>	<b>1,952,321</b>	<b>2.1%</b>
28	<b>Total Revenues</b>	<b>807,329,262</b>	<b>833,132,105</b>	<b>25,802,843</b>	<b>3.2%</b>

**Table 4  
FACULTIES**

	<a>	<b>	<c>	<d>	<e>	<f>	<g>
	2020-21 Base Budget (@Feb 28, 2021)	IBA	Faculty Turnover Recovery	APF	Other Base Changes	Canada Research Chairs	Resulting 2021-22 Base Budget
1	<b>Faculties</b>						
2	Arts & Humanities	-954,537		130,000			31,513,353
3	Education	-572,321		105,000			18,281,791
4	Engineering	33,846,411			895,000	170,000	33,929,919
5	Health Sciences	33,331,568	-73,852	150,000			32,428,169
6	Information & Media Studies	10,467,774		150,010			10,303,751
7	Law	9,522,130		36,010			9,275,176
8	Medicine & Dentistry	73,367,269	-32,320	100,000			71,291,531
9	Music	10,799,143	-67,140	150,000			10,558,029
10	Science	62,207,296		150,000			60,537,877
11	Social Science	62,288,228		150,000			60,595,381
12	<b>Sub-Total Faculties (excluding Business)</b>	<b>346,916,821</b>	<b>-173,312</b>	<b>1,121,020</b>	<b>895,000</b>	<b>170,000</b>	<b>338,714,977</b>
13	Business	83,138,938			11,510,265	90,000	94,739,203
14	<b>Sub-Total Faculties</b>	<b>430,055,759</b>	<b>-173,312</b>	<b>1,121,020</b>	<b>12,405,265</b>	<b>260,000</b>	<b>433,454,180</b>
15	Revenue Sharing Allocation	9,692,847			5,043,615		14,736,462
16	Research Infrastructure Support Fund (RISF)	750,000					750,000
17	Faculty Recruitment Initiatives	876,621					876,621
18	Academic Priorities Fund (APF)	7,000,310					7,000,310
19	<b>Total -- with Revenue Sharing Allocation</b>	<b>448,375,537</b>	<b>-173,312</b>	<b>1,121,020</b>	<b>17,448,880</b>	<b>260,000</b>	<b>456,817,573</b>
20	<b>All Other</b>						
21	Western Strategic Success Programs	1,500,000					1,500,000
22	Education: Continuing Education for Teachers	1,181,925			22,950		1,204,875
23	Medicine & Dentistry: International Tuition and Primary Care	9,678,591			-3,288		9,675,303
24	Faculty Share of Research Overheads	1,075,000					1,075,000
25	Faculty Scholars & Distinguished University Professors	239,000					239,000
26	Graduate and Undergraduate Program Reviews	140,000					140,000
27	Recoverable Salaries	25,805,200			6,800		25,812,000
28	<b>Sub-Total</b>	<b>39,619,716</b>	<b>0</b>	<b>0</b>	<b>26,462</b>	<b>0</b>	<b>39,646,178</b>
29	<b>Total Academic Units</b>	<b>487,995,253</b>	<b>-173,312</b>	<b>1,121,020</b>	<b>17,475,342</b>	<b>260,000</b>	<b>496,463,751</b>

Note: Funding to cover the costs of negotiated employee salary and benefits increases will be incrementally added to Faculty base budgets (in year, to column g), as the information is available.

**Table 4a**  
**FACULTIES: REVENUE SHARING ALLOCATIONS**

		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22e</b>
1	Arts & Humanities	0	0	10,561
2	Education	1,236,160	2,213,286	1,136,158
3	Engineering	79,233	1,814,562	2,029,829
4	Health Sciences	735,598	851,015	1,788,750
5	Information & Media Studies	421,175	492,982	564,125
6	Law	33,666	0	66,071
7	Medicine & Dentistry	0	246,429	656,493
8	Music	25,726	248,785	215,524
9	Science	1,638,091	3,237,854	4,709,480
10	Social Science	1,327,267	587,934	3,559,471
11	<b>Sub-Total</b>	<b>5,496,916</b>	<b>9,692,847</b>	<b>14,736,462</b>
12	<b>Contingency Hold-back</b>			<b>286,236</b>
13	<b>Sub-Total</b>	<b>5,496,916</b>	<b>9,692,847</b>	<b>15,022,698</b>

**Table 5**  
**SCHOLARSHIPS and BURSARIES**

		<a> 2020-21 Base Budget (@Feb 28, 2021)	<b> Changes	<c> Resulting 2021-22 Base Budget
1	Undergraduate Scholarships	7,300,000	450,000	7,750,000
2	Government-Mandated Tuition Re-Investment	15,628,261	-100,020	15,528,241
3	Western Bursaries	776,545		776,545
4	Privately-Funded Need-based Awards & Bursaries	9,650,000	-300,000	9,350,000
5	MCU Bursaries	412,412	58,000	470,412
6	Global Opportunities Awards	200,000		200,000
7	Graduate Bursaries and Fellowships	1,159,393		1,159,393
8	<b>Total Scholarships and Bursaries</b>	<b>35,126,611</b>	<b>107,980</b>	<b>35,234,591</b>

*Graduate student funding is now addressed through the Faculty budgets. In 2020-21, this funding is estimated to be \$56.1 million and the plan for 2021-22 is also \$56.1 million.*

**Table 6**  
**SUPPORT AREAS**

	<a>	<b>	<c>	<d>	<e>	
	2020-21 Base Budget (@Feb 28, 2021)	IBA	SUPF	Other Base Changes	Resulting 2021-22 Base Budget	
1	<b>Reporting to the Provost</b>					
2	VP (Academic Programs) Portfolio	1,988,328	-53,350		1,934,978	
3	Western Technology Services	11,300,697	-339,021		10,961,676	
4	Libraries	12,923,763	-387,713	100,000	12,636,050	
5	Registrar's Office	6,390,298	-191,709	90,398	6,288,987	
6	Student Experience Portfolio	3,045,495	-80,476		2,965,019	
7	Office of Indigenous Initiatives	764,929	-22,948	99,250	841,231	
8	Office of Vice-Provost (APPF)	1,577,562	-47,327	85,000	1,615,235	
9	Graduate & Postdoctoral Studies	2,078,055	-62,342		2,015,713	
10	Institutional Planning and Budgeting	2,334,077	-70,022		2,264,055	
11	Western International	2,959,622	-88,789	100,000	2,970,833	
12	McIntosh Gallery - Operating Budget Supplement	283,566			283,566	
13	Teaching Fellows Program	475,312			475,312	
14	Support Unit Priorities Fund (SUPF)	0		400,352	400,352	
15	<b>Sub-Total</b>	<b>46,121,704</b>	<b>-1,343,697</b>	<b>875,000</b>	<b>0</b>	<b>45,653,007</b>
16	<b>Reporting to the Vice-President Operations &amp; Finance</b>					
17	Financial Services	5,342,734	-160,282	100,000	5,282,452	
18	Facilities Management	18,328,210	-450,176	130,400	18,008,434	
19	Police	3,339,633	-100,189	104,000	3,343,444	
20	Internal Audit	518,044	-15,541	15,000	517,503	
21	Legal Services	733,817	-22,015	60,000	771,802	
22	Support Unit Priorities Fund (SUPF)	541,412		155,600	697,012	
23	<b>Sub-Total</b>	<b>28,803,850</b>	<b>-748,203</b>	<b>565,000</b>	<b>0</b>	<b>28,620,647</b>
24	<b>Reporting to the Vice-President Research</b>					
25	Animal Care/Veterinary Services - Operating Budget Supplement	1,867,300		75,000	200,000	2,142,300
26	Research Western	5,118,804	-153,564	100,000	500,000	5,565,240
27	Research Promotion Fund	750,000				750,000
28	Small Grants Support for Arts/Humanities/Social Sciences	250,000				250,000
29	Scholarship/Research Initiatives in the SSHRC Disciplines	353,702			13,741	367,443
30	Western Innovation Fund	400,000				400,000
31	<b>Sub-Total</b>	<b>8,739,806</b>	<b>-153,564</b>	<b>175,000</b>	<b>713,741</b>	<b>9,474,983</b>
32	<b>Vice-President University Advancement</b>	<b>8,879,984</b>	<b>-266,399</b>	<b>180,000</b>	<b>0</b>	<b>8,793,585</b>
33	<b>General Administration</b>					
34	Human Resources (Including Workplace Health Services)	7,237,409	-211,998	145,000		7,170,411
35	Offices of the President and Vice-Presidents	4,138,543	-124,156	100,000		4,114,387
36	Western Communications	3,668,757	-110,063	60,000	1,000,000	4,618,694
37	University Secretariat	834,839	-25,045	100,000		909,794
38	Office of Equity, Diversity, and Inclusion	0			420,000	420,000
39	<b>Sub-Total</b>	<b>15,879,548</b>	<b>-471,262</b>	<b>405,000</b>	<b>1,420,000</b>	<b>17,233,286</b>
40	<b>Total Support Areas</b>	<b>108,424,892</b>	<b>-2,983,125</b>	<b>2,200,000</b>	<b>2,133,741</b>	<b>109,775,508</b>

Note: Funding to cover the costs of negotiated employee salary and benefits increases will be incrementally added to Unit base budgets (in year, to column e), as the information is available.

**Table 7**  
**UNIVERSITY-WIDE EXPENDITURES and EMPLOYEE BENEFIT COSTS**

		<a>	<b>	<c>	<d>
		2020-21 Base Budget (@Feb 28, 2021)	New Investment	Other Changes	Resulting 2021-22 Base Budget
1	Utilities	19,875,051		2,063,226	21,938,277
2	Library Acquisitions	15,415,896			15,415,896
3	Transfer to MMI: Operating	15,500,000			15,500,000
4	Transfer to MMI: Ancillaries	600,000			600,000
5	FRSF Transfer to Capital	3,000,000			3,000,000
6	CRC Transfer to Capital	904,000		32,000	936,000
7	Information Technology Infrastructure Fund	10,629,392		318,882	10,948,274
8	Property Taxes	2,423,825		69,000	2,492,825
9	Insurance	2,546,300			2,546,300
10	Contingency	2,018,739		64,091	2,082,830
11	Services for Students with Disabilities	1,469,872			1,469,872
12	Professional Fees	1,455,500			1,455,500
13	Institutional Memberships	1,315,000			1,315,000
14	Sports and Recreation Services - Operating Budget Supplement	815,843		5,883	821,726
15	The Western Entrepreneurship Ecosystem - Operating Budget Supplement	674,207			674,207
16	Costs Associated with Employee Contracts	625,000			625,000
17	Convocation and Diplomas	338,000			338,000
18	Governance-Related Costs	177,800			177,800
19	Ombudsperson	116,400			116,400
20	University Surveys and Teaching Evaluations	75,000			75,000
21	Centre for Research on Violence Against Women and Children - Operating Budget Supplement	55,000			55,000
22	Museum of Ontario Archaeology - Operating Budget Supplement	50,000			50,000
23	<b>Total University-wide Expenditures</b>	<b>80,080,825</b>	<b>0</b>	<b>2,553,082</b>	<b>82,633,907</b>
24	Employee Benefit Plan Costs	124,330,000		-275,000	124,055,000
25	Employee Benefit Recoveries	-128,184,000		1,141,000	-127,043,000
26	<b>Net Employee Benefits</b>	<b>-3,854,000</b>		<b>866,000</b>	<b>-2,988,000</b>
27	<b>Net University-wide Expenditures</b>	<b>76,226,825</b>	<b>0</b>	<b>3,419,082</b>	<b>79,645,907</b>

**Table 8**  
**2021-22 ONE-TIME ALLOCATIONS**

1	Set-aside for Strategic Plan Priorities/Directions	20,000,000
2	Multi-Purpose Sports Field House	15,500,000
3	Sustainability Initiatives (including PACES)	11,500,000
4	Pedestrian-Friendly Initiatives: Open Space Strategy	10,000,000
5	Development of a Clinical Research Platform (Simple Scalable Solutions in Routine Care for Big Impact on Health)	6,000,000
6	Support for Western's Next Fundraising Campaign	2,500,000
7	Interdisciplinary Teaching Initiatives	2,000,000
8	Undergraduate Summer Research Internship Program	2,000,000
9	EDI in Education -- Curriculum Development	1,000,000
10	Indigenous Education -- Curriculum Development	1,000,000
11	Accessibility Education Initiatives	1,000,000
12	Enhancement of Student Academic Advising Services	1,000,000
13	Support for University-level Research Institutes	750,000
14	General-University Classroom Upgrades	730,000
15	Summer Student Teaching Support Program	500,000
16	Post Doctoral Fellowships Program	310,000
17	<b>Faculties</b>	
18	Arts & Humanities: Technology Renewal Planning	175,000
19	Business: Western Entrepreneurship Ecosystem	220,000
20	Education: Curriculum Innovation Framework Support	12,500
21	Engineering: AI-enabled lab Equipment for Undergrad Teaching in CEE (\$120K), and Programmable Power Supply for Power Systems Research (\$30)	150,000
22	Health Sciences: Targetted Government Funding for Clinical Education (\$814K) and Nurse Practitioner Program (\$580K), and Technology Upgrades -- Elborn Facilities (\$150K)	1,543,701
23	Law: Student Wellness Coordinator (\$114K), and Law Building Facility Assessment/ Planning (\$250K)	363,989
24	Medicine & Dentistry: Targetted Government Funding for Dental Clinical Education (\$1.2M), Robarts Royalties & Licences (\$3.0M), and Center for Virtual Health Pilot (\$150K)	4,283,321
25	Music: Student Recruitment and Student Experience Initiatives	150,000
26	Science: Start-up Funding for Faculty Position in Data Science	150,000
27	Social Science: Support for Archaeological Research Projects - Anthropology	100,000
28	Continuing Studies: Trois-Pistoles	245,740
29	<b>Sub-Total Faculties</b>	<b>7,394,251</b>
30	<b>Support Units</b>	
31	Western Technology Services: Application Programmer / Analyst Contract Staffing	100,000
32	Registrar's Office: Student Central Officer Contract Position	75,371
33	Student Experience: Strengths Programming (\$100K), Digital Student Experience Studio Development (\$100K), and University Contribution for Artificial Turf Playing Fields (\$213K)	412,600
34	Office of Indigenous Initiatives: Head & Heart Program (\$100K), Research, Innovation, and Evaluation Specialist Contract Position (\$88K), and Research Assistant / Consultant (\$7K)	195,540
35	Vice-Provost (APPF): Records Management Project	75,000
36	SGPS: Data Analysis Modules	40,000
37	McIntosh Gallery -- Facility Assessment/Planning	250,000
38	Provost: Unallocated Support Unit Priorities Fund	289,089
39	Financial Services: Digital Transition Initiatives	100,000
40	Police: Support for Special Constables (\$206K) and Communications Repeater and Body Armour (\$26K)	231,717
41	Facilities Management: Engineering Drawings Management Initiative	100,000
42	Internal Audit: Consulting Services	50,000
43	Vice-President (Operations & Finance): Unallocated Support Unit Priorities Fund	83,283
44	Human Resources: Health, Safety, and Well-being Technology Platform	145,000
45	Western Communications: Brand Strategy Development / Implementation	60,000
46	University Secretariat: Data Management and Document Imaging Initiatives	33,000
47	Vice-President (Research): Support for Research/Scholarship Initiatives	2,479,758
48	Vice-President (University Advancement): Development Officer Contract Positions - Science and Major Gifts	180,000
49	<b>Sub-Total Support Units</b>	<b>4,900,358</b>
50	<b>Total One-Time Allocations</b>	<b>88,084,609</b>

**Table 9**  
**CANADA RESEARCH CHAIRS -- by FACULTY (Cumulative)**

		2020-21 Final						2021-22 Preliminary					
		Tier 1		Tier 2		Total		Tier 1		Tier 2		Total	
		N	\$	N	\$	N	\$	N	\$	N	\$	N	\$
1	Arts & Humanities	2	340,000	2	180,000	4	520,000	2	340,000	2	180,000	4	520,000
2	Business	1	170,000	0	0	1	170,000	1	170,000	1	90,000	2	260,000
3	Education	1	170,000	3	270,000	4	440,000	1	170,000	3	270,000	4	440,000
4	Engineering	4	680,000	5	450,000	9	1,130,000	5	850,000	5	450,000	10	1,300,000
5	Health Sciences	4	680,000	0	0	4	680,000	4	680,000	0	0	4	680,000
6	Info & Media Studies												
7	Law	0	0	1	90,000	1	90,000		0	1	90,000	1	90,000
8	Medicine & Dentistry	6	1,020,000	10	900,000	16	1,920,000	6	1,020,000	10	900,000	16	1,920,000
9	Music												
10	Science	6	1,020,000	6	540,000	12	1,560,000	6	1,020,000	6	540,000	12	1,560,000
11	Social Science	4	680,000	2	180,000	6	860,000	4	680,000	2	180,000	6	860,000
12	Total to Faculties	28	4,760,000	29	2,610,000	57	7,370,000	29	4,930,000	30	2,700,000	59	7,630,000
13	<b>Total CRC Funding</b>		<b>5,600,000</b>		<b>2,900,000</b>		<b>8,500,000</b>		<b>5,800,000</b>		<b>3,000,000</b>		<b>8,800,000</b>



**Table 10**  
**2021-22 TUITION FEE PROPOSALS FOR UNDERGRADUATE PROGRAMS**

		Domestic Students			International Students		
		Actual 2020-21 Tuition	2021-22		Actual 2020-21 Tuition	2021-22	
			Proposed Tuition	<a> % Increase		Proposed Tuition	<a> % Increase
1	<b>First-Entry Programs &lt;b&gt;</b>						
2	Year 1	6,050	6,050	0.0%	33,526	36,208	8.0%
3	Year 2	6,050	6,050	0.0%	32,284	34,867	4.0%
4	Year 3	6,050	6,050	0.0%	31,087	33,575	4.0%
5	Year 4	6,050	6,050	0.0%	29,936	32,330	4.0%
6	Engineering						
7	Year 1	12,294	12,294	0.0%	46,269	49,971	8.0%
8	Year 2	12,294	12,294	0.0%	42,964	48,120	4.0%
9	Year 3	12,294	12,294	0.0%	39,895	44,683	4.0%
10	Year 4	12,294	12,294	0.0%	38,417	41,491	4.0%
11	M.T.P.						
12	Year 2	6,329	6,329	0.0%	34,764	37,545	8.0%
13	Year 3	6,329	6,329	0.0%	33,477	36,155	4.0%
14	Year 4	6,329	6,329	0.0%	32,237	34,816	4.0%
15	M.O.S.						
16	Year 1	6,050	6,050	0.0%	43,244	46,704	8.0%
17	Year 2	6,050	6,050	0.0%	40,156	44,974	4.0%
18	Year 3	6,050	6,050	0.0%	37,287	41,762	4.0%
19	Year 4	6,050	6,050	0.0%	34,624	38,779	4.0%
20	Nursing						
21	Year 1	6,050	6,050	0.0%	43,023	46,465	8.0%
22	Year 2	6,050	6,050	0.0%	41,430	44,744	4.0%
23	Year 3	6,050	6,050	0.0%	39,895	43,087	4.0%
24	Year 4	6,050	6,050	0.0%	38,418	41,491	4.0%
25	<b>Second-Entry Programs</b>						
26	Business (HBA)						
27	Year 1	25,200	25,200	0.0%	50,000	51,500	3.0%
28	Year 2	25,200	25,200	0.0%	44,800	50,000	0.0%
29	Dentistry						
30	Year 1	35,341	35,341	0.0%	95,747	103,407	8.0%
31	Year 2	35,341	35,341	0.0%	92,201	99,577	4.0%
32	Year 3	35,341	35,341	0.0%	88,786	95,889	4.0%
33	Year 4	35,341	35,341	0.0%	85,498	92,338	4.0%
34	Education (B.Ed.)	7,271	7,271	0.0%	34,305	37,050	8.0%
35	Law						
36	Year 1	20,151	20,151	0.0%	39,836	39,836	0.0%
37	Year 2	20,151	20,151	0.0%	39,836	39,836	0.0%
38	Year 3	20,151	20,151	0.0%	38,361	39,836	0.0%
39	Medicine (M.D.)						
40	Year 1	23,986	23,986	0.0%	n.a.	n.a.	n.a.
41	Year 2	23,986	23,986	0.0%	n.a.	n.a.	n.a.
42	Year 3	23,986	23,986	0.0%	n.a.	n.a.	n.a.
43	Year 4	23,986	23,986	0.0%	n.a.	n.a.	n.a.

<a> The proposed 2021-22 rates are effective May 1, 2021.

The % increase figures are calculated on the previous year of study in the previous academic year;  
for example, the % increase for year 2 is the increase over the year 1 tuition in the previous academic year.

<b> Includes Arts & Humanities, BMedSc program, Health Sciences, Kinesiology, MIT program, Music, Science,  
Social Science (excl. M.O.S.).

**Table 11**  
**2021-22 TUITION FEE PROPOSALS FOR GRADUATE PROGRAMS**

		Domestic Students			International Students		
		Actual 2020-21 Tuition	2021-22		Actual 2020-21 Tuition	2021-22	
			Proposed Tuition	<a> % Increase		Proposed Tuition	<a> % Increase
1	<b>Masters Category 1</b>						
2	Arts & Humanities	6,360	6,360	0.0%	18,612	18,984	2.0%
3	Engineering (M.E.Sc.)	6,360	6,360	0.0%	18,612	18,984	2.0%
4	Health & Rehabilitation Sciences	6,360	6,360	0.0%	18,612	18,984	2.0%
5	Health Information Sciences	8,664	8,664	0.0%	26,265	26,790	2.0%
6	Interdisciplinary Programs <b>	6,360	6,360	0.0%	18,612	18,984	2.0%
7	Kinesiology	6,360	6,360	0.0%	18,612	18,984	2.0%
8	Law/Studies in Law	10,368	10,368	0.0%	26,749	26,749	0.0%
9	Media Studies	6,360	6,360	0.0%	18,612	18,984	2.0%
10	Medicine (Basic Medical Sciences)	6,360	6,360	0.0%	18,612	18,984	2.0%
11	Music	6,360	6,360	0.0%	18,612	18,984	2.0%
12	Nursing (M.Sc.)	7,639	7,639	0.0%	26,265	26,790	2.0%
13	Science	6,360	6,360	0.0%	18,612	18,984	2.0%
14	Social Science	6,360	6,360	0.0%	18,612	18,984	2.0%
15	<b>Masters Category 2</b>						
16	Master in Management Analytics		46,000			69,000	
17	C.S.D./O.T./P.T. (MPT)	11,294	11,294	0.0%	33,259	34,589	4.0%
18	Dentistry (Orthodontics)	27,373	27,373	0.0%	77,849	81,741	5.0%
19	Education (MA) & (M.Ed)	10,877	10,877	0.0%	33,259	34,589	4.0%
20	Engineering (M.Eng.)	10,877	10,877	0.0%	39,896	39,896	0.0%
21	Environment & Sustainability	12,179	12,179	0.0%	33,259	34,589	4.0%
22	Financial Economics	30,549	30,549	0.0%	56,345	56,345	0.0%
23	Library & Information Science	10,877	10,877	0.0%	33,259	34,589	4.0%
24	M.M. in Journalism & Communication	13,543	13,543	0.0%	33,259	34,589	4.0%
25	M.N Nurse Practitioner	10,877	10,877	0.0%	33,259	34,589	4.0%
26	MA in Research for Policy & Evaluation	18,000	18,000	0.0%	30,000	31,200	4.0%
27	Master of Data Analytics	23,308	23,308	0.0%	49,168	51,135	4.0%
28	Master of Mgmt. of Applied Science	19,690	19,690	0.0%	49,168	51,135	4.0%
29	Medicine (Family Medicine)	14,322	14,322	0.0%	33,259	34,589	4.0%
30	Medicine (Pathology Assistant)	11,295	11,295	0.0%	33,259	34,589	4.0%
31	Medicine (Public Health)	32,734	32,734	0.0%	55,149	55,149	0.0%
32	Interdisciplinary Medical Sciences (MSc)		15,000			35,000	
33	Advanced Health Care Practice (M.Cl.Sc.)	10,877	10,877	0.0%	33,259	34,589	4.0%
34	<b>Doctoral</b>						
35	Doctor of Musical Arts	6,360	6,360	0.0%	6,360	6,360	0.0%
36	Doctor of Education (EdD)	10,097	10,097	0.0%	33,259	34,589	4.0%
37	PhD Programs	6,360	6,360	0.0%	6,360	6,360	0.0%

<a> The proposed 2021-22 rates are effective September 1, 2021.

<b> Includes Biomedical Engineering, Neuroscience, Theory & Criticism, and Popular Music & Culture

**Table 12**  
**SUMMARY OF ENROLMENT FORECAST**

		Actual					Forecast	
		2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
1	<b>Constituent University</b>							
2	<b>Full-Time Undergraduates</b>							
3	Arts & Humanities	1,027	979	985	938	882	877	869
4	Business (HBA)	1,093	1,120	1,109	1,085	1,090	1,057	1,046
5	Dentistry	265	265	263	262	262	263	264
6	Education	286	653	747	716	697	677	668
7	Engineering	1,761	1,951	1,981	2,032	2,008	2,151	2,262
8	Health Sciences							
9	BHSc Program	1,179	1,199	1,189	1,227	1,251	1,339	1,306
10	Kinesiology	1,204	1,247	1,231	1,215	1,241	1,285	1,300
11	Nursing	868	903	960	969	974	989	974
12	Sub-Total	3,251	3,349	3,380	3,411	3,466	3,613	3,580
13	Law	474	482	478	480	485	490	490
14	Media, Information, & Tech	983	966	898	916	895	871	867
15	Medicine							
16	MD Program	684	682	699	685	683	686	684
17	BMedSci Program	881	928	1,021	1,000	1,036	1,161	1,100
18	Music	432	417	412	414	449	443	450
19	Science	4,679	4,826	4,948	5,143	5,326	5,535	5,733
20	Social Science	6,482	6,520	6,501	6,497	6,503	6,882	6,910
21	<b>Total Full-Time Undergraduates</b>	<b>22,298</b>	<b>23,138</b>	<b>23,422</b>	<b>23,579</b>	<b>23,782</b>	<b>24,706</b>	<b>24,923</b>
22	Concurrent Programs	255	233	231	247	288	345	345
23	Medical Residents	923	942	934	956	936	940	940
24	<b>Full-Time Graduates</b>							
25	Masters	3,276	3,431	3,750	3,734	3,946	3,869	4,300
26	Ph.D.	2,088	2,083	2,185	2,177	2,219	2,231	2,274
27	<b>Total Full-Time Graduates</b>	<b>5,364</b>	<b>5,514</b>	<b>5,935</b>	<b>5,911</b>	<b>6,165</b>	<b>6,100</b>	<b>6,574</b>
28	<b>Total Full-Time Enrolment</b>	<b>28,840</b>	<b>29,827</b>	<b>30,522</b>	<b>30,693</b>	<b>31,171</b>	<b>32,091</b>	<b>32,782</b>
29	<b>Part-Time FTEs</b>							
30	Undergraduate	2,226	2,084	2,012	2,061	1,988	2,563	2,100
31	Education (AQs)	595	499	401	456	435	447	420
32	Masters	79	89	95	114	110	122	120
33	Ph.D.	32	29	29	32	32	35	35
34	<b>Total Part-Time FTEs</b>	<b>2,932</b>	<b>2,701</b>	<b>2,537</b>	<b>2,663</b>	<b>2,566</b>	<b>3,167</b>	<b>2,675</b>
35	<b>Total Constituent FTEs</b>	<b>31,772</b>	<b>32,528</b>	<b>33,059</b>	<b>33,356</b>	<b>33,737</b>	<b>35,258</b>	<b>35,457</b>
36	<b>Affiliated University Colleges</b>							
37	<b>Full-Time Undergraduates</b>							
38	Brescia	1,327	1,329	1,306	1,392	1,421	1,301	1,184
39	Huron	1,062	979	882	1,038	1,266	1,431	1,443
40	King's	3,004	3,070	3,034	3,162	3,267	3,415	3,310
41	<b>Total Full-Time Undergraduates</b>	<b>5,393</b>	<b>5,378</b>	<b>5,222</b>	<b>5,592</b>	<b>5,954</b>	<b>6,147</b>	<b>5,937</b>
42	<b>Part-Time Undergraduate FTEs</b>							
43	Brescia	80	69	84	76	73	70	70
44	Huron	58	42	65	64	48	57	75
45	King's	260	232	234	254	265	299	300
46	<b>Total Part-Time FTEs</b>	<b>398</b>	<b>343</b>	<b>383</b>	<b>394</b>	<b>386</b>	<b>426</b>	<b>445</b>
47	<b>Graduate FTEs</b>							
48	Brescia	33	35	35	38	40	35	30
49	Huron	9	9	7	5	11	13	13
50	King's	29	41	48	50	61	60	60
51	<b>Total Graduate FTEs</b>	<b>71</b>	<b>85</b>	<b>90</b>	<b>93</b>	<b>112</b>	<b>108</b>	<b>103</b>
52	<b>Total Affiliate FTEs</b>	<b>5,862</b>	<b>5,806</b>	<b>5,695</b>	<b>6,079</b>	<b>6,452</b>	<b>6,681</b>	<b>6,485</b>
53	<b>Total UWO FTEs</b>	<b>37,634</b>	<b>38,334</b>	<b>38,754</b>	<b>39,435</b>	<b>40,189</b>	<b>41,939</b>	<b>41,942</b>

**Table 12**  
**SUMMARY OF ENROLMENT FORECAST**

		Actual					Forecast	
		2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
	<i>Rows 54 to 84 Included above</i>							
54	<b>International Students</b>							
55	Constituent Full-Time							
56	Undergraduates	1,990	2,217	2,342	2,692	2,763	2,822	2,865
57	Medical Residents	136	134	123	142	130	130	140
58	Masters (excluding Ivey)	576	596	715	717	925	695	854
59	MBA (Regular), Ivey MSc	56	68	75	63	81	159	201
60	Executive MBA	24	2	1	4	4	1	0
61	Ph.D.	562	562	581	607	665	686	690
62	Affiliates							
63	Undergraduates	661	718	732	991	1,256	1,390	1,278
64	Masters	0	2	0	0	2	4	1
65	<b>Year 1 Only</b>							
66	<b>Constituent</b>							
67	Arts & Humanities	217	240	229	233	209	221	230
68	Engineering	637	598	571	588	586	704	725
69	Health Sciences							
70	BHSc Program	336	320	335	393	385	407	350
71	Kinesiology	335	350	318	304	339	335	335
72	Nursing	143	162	144	142	144	159	145
73	Media, Information, & Tech	350	304	245	263	252	226	250
74	MOS Program	794	861	769	819	768	1,072	850
75	Music	100	102	112	121	123	117	125
76	Science	1,445	1,599	1,551	1,680	1,676	1,801	1,775
77	Social Science	796	817	815	835	840	965	815
78	<b>Total Year 1 - Constituent</b>	<b>5,153</b>	<b>5,353</b>	<b>5,089</b>	<b>5,378</b>	<b>5,322</b>	<b>6,007</b>	<b>5,600</b>
79	<b>Affiliated University Colleges</b>							
80	Brescia	350	321	313	320	332	270	283
81	Huron	290	253	250	415	454	489	457
82	King's	774	777	788	834	895	968	890
83	<b>Total Year 1 - Affiliates</b>	<b>1,414</b>	<b>1,351</b>	<b>1,351</b>	<b>1,569</b>	<b>1,681</b>	<b>1,727</b>	<b>1,630</b>
84	<b>Total UWO Year 1</b>	<b>6,567</b>	<b>6,704</b>	<b>6,440</b>	<b>6,947</b>	<b>7,003</b>	<b>7,734</b>	<b>7,230</b>
85	<b>Masters</b>							
86	All Programs (excluding MBAs)	2,877	3,004	3,280	3,319	3,491	3,301	3,520
87	Ivey (excl EMBA)	208	255	265	241	285	466	632
88	Executive MBA	191	172	205	174	170	102	148

For Information

89	Year 1 Constituent International Students	508	618	638	855	639	592	670
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**Table 13**  
**WESTERN'S LONG-RANGE SPACE PLAN**

Note: within each category, the projects are not prioritized

	Project	Type
	<b>Category 1 -- Projects Underway or Soon-to-Start</b>	
1	Modernization of Thames Hall	Modernization
2	Weldon Library Modernization	Modernization
3	Biomedical Research Facility - Phase 1 of Medical School Project	New Construction
4	Creation of Indigenous Learning Spaces in Althouse Building	Adaptation
5	Entrepreneurship and Innovation Centre	New Construction
6	Sports Facilities: TD Stadium Renewal	Modernization
7	University-wide Campus Sustainability/Energy Conservation/Infrastructure Projects (multiple stages -- ongoing)	New Construction, Modernization
8	Pedestrian-friendly Campus Initiatives -- Open Space Strategy	New Construction, Adaptation
	<b>Category 2 -- Projects in Various Planning Stages</b>	
9	University Gathering Hub -- Common/Gathering Spaces	New Construction
10	Medicine/Science/Engineering Interdisciplinary Research Facility	New Construction
11	Renewal/Replacement/Expansion of Medical School Facilities: Future Phases of Medical School Project	Modernization, New Construction
12	Expansion of Engineering Facilities	New Construction
13	Multi-Level Parking Structures	New Construction
14	Indoor Sports Facilities: Multi-Purpose Field House	New Construction
15	Space Realignment in the Natural Sciences Centre	Modernization / Adaptation
16	Ivey Spencer Leadership Centre Renewal and Expansion	New Construction, Modernization
17	Renewal/Replacement of McIntosh Gallery	Modernization or Replacement
18	Renewal/Replacement of Chemistry Laboratory Facilities	Modernization or Replacement
	<b>Category 3 -- For Future Consideration (requires funding plan)</b>	
19	Renewal of UCC, Law Building, Spencer Engineering Building, Elborn College, Talbot College	Modernization or Replacement
20	Social Sciences Centre Realignment/Expansion	Adaptation / Expansion
21	Renewal and/or Realignment of Library Facilities -- Future Phases	Modernization
22	New Research Initiatives/Partnerships at the Research Parks	New Construction
23	Residence Projects	Modernization / New Construction
24	Asset Acquisitions	Acquisition

## 2021-22 Capital Budget

### A. The Nature of University Capital Expenditures

The Capital Budget for 2021-22 should be seen in the context of both recent trends in capital spending and the University's proposed Long-Range Space Plan as outlined in Table 13 of the Operating Budget. Table 14 sets out expenditures in the Capital Budget since 2017-18 in nine categories.

Category 1 shows all new construction, while categories 2 to 7 show renovations to existing space. Category 1 expenditures are usually funded from general University funds, the major exceptions being projects funded all or in part from external research grants, private funds, government, student contributions, and Housing construction, the latter being funded from the Housing budget. Categories 2 to 5 are funded primarily from general University funds and government, while category 6 is funded from Housing operations, and category 7 is funded by the particular Ancillary Unit undertaking the work. Categories 8 and 9 involve carrying costs and loan repayments, other expenditures such as purchases of land and buildings, and transfers from the Capital Budget for other purposes. Planned capital expenditures for 2021-22 total \$153.0 million.

Categories 2 to 5 involve **Maintenance, Modernization, and Infrastructure (MMI)** and are eligible to receive funds from the annual MMI transfer from the Operating Budget to the Capital Budget, which is budgeted to remain at \$15.5 million in 2021-22 (\$15.5 million in 2020-21). These expenditures are directed at modification of existing space and renewal and expansion of the utilities and infrastructure of the University.

In planning future expenditures on MMI, it is useful to review the current replacement value (CRV) of our fixed assets on campus. At February 25, 2021, our buildings and infrastructure have a CRV of approximately \$2,921 million, as shown in Figure D:

*Figure D*  
**CURRENT REPLACEMENT VALUE (BUILDINGS AND INFRASTRUCTURE)**

		CRV (\$M)	Square Metres	Major Buildings
1	Major Non-Residential Buildings	1,919	558,711	72
2	Utilities and Infrastructure	143		
3	Subtotal, Eligible for MMI	2,062	558,711	72
4	Housing	623	265,946	14
5	Other Ancillary Buildings	236	69,626	11
6	Total	2,921	894,283	97

On February 25, 2021, the University had approximately 559,000 gross square metres spread amongst 72 major non-residential buildings. The non-residential buildings, including utilities and infrastructure, are the physical assets generally eligible for MMI expenditures. The University also has 266,000 square metres of Housing space in ten major undergraduate residences, four major apartment buildings, and numerous smaller buildings for graduate students in Platt's Lane Estates. Other than Housing, there are many buildings which are operated largely or entirely as ancillaries: Western Student Recreation Centre, Thompson Recreation and Athletic Centre, TD Stadium, Boundary Layer Wind Tunnel, Western Day Care, the Ivey Spencer Leadership Centre, and facilities at the Research Parks.

With this background in mind, we briefly set out the nine categories of University capital expenditures.

1. **New Construction.** This category includes projects which create new buildings, including housing, additions to existing buildings, and other new facilities such as parking structures or lots, power plants and athletic fields. It does not include projects which improve the space within existing buildings or projects which upgrade other existing facilities.
2. **Major Building Renovations.** This category involves major maintenance and renovation expenditures on non-residential building projects, with projects generally spanning more than one year. Given that 54% of the 559,000 square metres in major buildings were built before 1980, renovations to major buildings will continue to be a part of our capital planning.
3. **Utilities and Infrastructure Projects.** This category involves projects with values greater than \$10,000 directed at the upgrading and new installation of utilities and other infrastructure, including boilers and chillers, sustainability and energy conservation initiatives, and electrical, water, and sewer distribution systems. Construction of a new Chiller Plant or major Power Plant expansion would be included in category 1.
4. **Modernization of Instructional and Research Facilities.** This category includes the renewal and modernization of classrooms, laboratories, libraries, and other space used for instruction and research, as well as upgrades to information technology. These expenditures are critical to maintaining Western's reputation as a leader in the quality of teaching and research. These projects are sometimes funded by the units themselves with operating or research funds.
5. **General Maintenance and Modernization Projects.** This category consists of a wide variety of maintenance and modernization projects which are not included in categories 2 to 4. Most of the projects are under \$100,000, involving such work as roof replacement, interior and exterior painting, road, bridge, and sidewalk repair, and general maintenance of structures and systems. A provision for unforeseen projects forms part of the allotment in this category.
6. **Housing Renovations.** This category includes all maintenance and modernization expenditures on University residences and apartment buildings. Construction of a new residence or apartment building would be included in category 1. Maintenance and modernization expenditures, projected to be \$11.2 million in 2021-22, are funded from Housing revenues. Housing has always set aside adequate maintenance funds and does not have the significant deferred maintenance on its buildings which may be observed in many other University buildings.
7. **Ancillary Projects.** This category includes capital expenditures on Ancillaries other than Housing, including Hospitality Services, the Book Store, Parking Services, student fee-funded units, self-

funded support units, and self-funded research units. These units pay a charge to the University for the space they occupy.

- 8. Carrying Costs and Debt Repayments.** This category consists of principal repayments and interest on debt for capital projects.
- 9. Other Capital Expenditures.** This category includes asset acquisitions and other miscellaneous expenditures. It has been an established principle in Western's Campus Master Plan that the University pursue, as appropriate, the purchase of lands contiguous to University property as lands become available. Western will continue to seek to protect the Regional Facilities zoning around the main campus and to buy land near our campus when it comes up for sale. The University will also look to acquire strategic physical assets.

The last twelve lines of Table 14 are labeled A to M. Line A shows total sources of funding for the Capital Budget, including debt; line B, sources of funds less expenditures; line C, the capital reserve at year-end; and line D, capital debt outstanding at year-end. Details on these items are shown in Tables 16 and 18. Annual changes in the capital reserve (line C) are driven by the differences between funding and expenditure (line B). Thus for 2019-20, line B shows a deficit of \$13,331, the difference between funding of \$33,720 and expenditures of \$47,051 (all figures in \$000). The accumulated capital reserve in line C decreases by this same amount of \$13,331.

Line E shows the replacement value of non-residential buildings and utilities and infrastructure, the assets eligible for MMI spending, while line F shows the ratio of the annual MMI expenditure to the replacement value. For example, in 2019-20, MMI expenditures were \$28.8 million, while the estimated replacement value of non-residential buildings, utilities, and infrastructure was \$2.26 billion. The ratio of the two is 1.3%, as shown in line F.

Line G of Table 14 shows the annual transfer from the Operating Budget to the Capital Budget for Maintenance, Modernization, and Infrastructure (the MMI transfer). The annual transfer has been maintained at \$15.5 million since 2017-18, a funding commitment that has established Western as a leader among Canadian universities in maintaining its facilities and dealing with deferred maintenance.

Line H of Table 14 shows the ratio of the annual MMI transfer to total MMI expenditures; for example, in 2019-20, the transfer was \$15.5 million and expenditures were \$28.8 million, so the ratio is 53.9%. This ratio will fluctuate with the level of MMI expenditure each year. Other sources of funding for MMI expenditures can include the annual capital facilities renewal grant from the Province (projected at \$5.7 million for 2020-21 and 2021-22), special Provincial grants, additional one-time allocations from the University's Operating Budget, one-time allocations from the Province, fundraising, and borrowing.

Line J contains an estimate of maintenance spending, defined narrowly as spending required to bring aging facilities up to their condition when originally built. In fact, whenever Western undertakes a major maintenance project, there is also modernization of the facility, and whenever we carry out a major modernization project, there is generally some maintenance expenditure; it is thus difficult to separate the two. Line J is calculated on the assumption that 2/3 of the expenditures in categories 2, 3, and 5 involve maintenance (the remaining 1/3 is modernization), while 1/3 of the expenditures in category 4 involve maintenance (the remaining 2/3 is modernization). While the ratio of maintenance



to modernization would vary by project and by year, Facilities Management considers them a reasonable average for the four categories over a number of years.

The value of line J in 2019-20 is \$16.2 million, or 0.7% (line K) of the replacement value in that year. A standard target in industry for this ratio is 2.0%; if large buildings last an average of 50 years, then average maintenance spending should be 2.0% of replacement value. When the actual ratio is consistently lower than 2.0%, as has been the case at Western and most Canadian universities over the last three decades, the level of deferred maintenance will grow. As Western continues to renovate aging buildings, there will be years that deferred maintenance will decline.

Table 15 outlines major capital projects, which are assigned to one of the nine categories. Where possible, the year and month of the start and end of the project(s) are shown.

The projects listed in Table 15 reflect the Long-Range Space Plan outlined in Table 13 of the Operating Budget portion of this document. These projects include new construction that will create new student and research spaces, and major building renovations and utilities and infrastructure projects – reflecting the need to maintain and modernize Western’s aging physical plant. With new building construction on campus continuing, Western is utilizing scarce developable land in the core campus. The Campus Master Plan, approved in June 2015, highlights the constraints in the amount of buildable land on our campus and the fact that new buildings are being constructed on parking lots – thus increasing the pressure on available parking. We continue planning for the construction of parking structures at the periphery of campus – including siting, a funding plan, and the required parking fee rates to finance the structures. Campus sustainability, energy conservation, and infrastructure projects are also included on Table 15 (examples include upgrades to Western’s central power plant, chiller facilities, and major electrical upgrades). Often, these projects are comprised of multiple projects completed over a number of years.

## **B. Sources of Funding and Capital Expenditures in 2021-22**

Table 16 displays sources of funding for budgeted capital expenditures with estimates of comparative data for 2020-21, divided into five major categories: federal, provincial and municipal government grants; funds transferred from Western’s Operating Budget; interest earned; borrowing; and other sources. As compared to a decade ago, the University’s Capital Budget is more dependent on transfers from the Operating Budget and debt.

Table 17 shows expenditures in categories 1 and 2 for 2020-21 (estimates as of February 22, 2021) and 2021-22 (current proposals).

**Table 14**  
**CAPITAL BUDGET SUMMARY, 2017-18 TO 2021-22**  
**(\$000)**

Category	Purpose	Actual 2017-18	Actual 2018-19	Actual 2019-20	Projected 2020-21	Budget 2021-22
	<b>New Construction</b>					
1	New Construction (Table 17, line 9)	51,484	17,285	6,233	14,153	55,402
	<b>Maintenance, Modernization, and Infrastructure (MMI)</b>					
2	Major Building Renovations (Table 17, line 17)	18,924	10,983	8,624	23,494	34,512
3	Utilities and Infrastructure Projects	4,262	13,610	4,115	6,312	19,994
4	Modernization of Instructional and Research Facilities	7,543	5,732	8,944	6,046	7,951
5	General Maintenance and Modernization Projects	5,526	7,750	7,078	7,941	16,833
	Sub-Total MMI	36,255	38,075	28,761	43,793	79,290
	<b>Other</b>					
6	Housing Renovations	9,565	7,988	6,747	7,301	11,211
7	Ancillary Projects	1,776	856	1,482	2,558	1,601
8	Carrying Costs and Debt Repayments	2,964	2,448	1,095	1,000	3,500
9	Other Capital Expenditures	88	-1,012	2,733	142	2,000
	Sub-Total Other	14,393	10,280	12,057	11,001	18,312
10	<b>Total Expenditures</b>	<b>102,132</b>	<b>65,640</b>	<b>47,051</b>	<b>68,947</b>	<b>153,004</b>

Line		Actual 2017-18	Actual 2018-19	Actual 2019-20	Projected 2020-21	Budget 2021-22
	<b>Sources of Funding, Reserves, and Debt</b>					
A	Total Sources of Funding, Including Debt (Table 16)	110,681	84,228	33,720	65,969	131,722
B	Sources of Funding less Expenditures	8,549	18,588	-13,331	-2,978	-21,282
C	Capital Reserve, Year End (Table 18)	50,300	68,888	55,557	52,579	31,297
D	Capital Debt Outstanding, Year End (Table 18)	375,759	362,141	353,923	345,974	337,668
E	Replacement Value of Non-Residential Buildings, Utilities & Infrastructure, \$M	1,985	2,113	2,264	2,062	2,089
F	MMI Expenditures/Replacement Value	1.8%	1.8%	1.3%	2.1%	3.8%
G	Annual MMI transfer from Operating to Capital Budget	15,500	15,500	15,500	15,500	15,500
H	MMI transfer/MMI Expenditures	42.8%	40.7%	53.9%	35.4%	19.5%
J	Estimate of Maintenance Expenditure	21,656	23,473	16,193	27,180	50,210
K	Maintenance Expenditure/Replacement Value	1.1%	1.1%	0.7%	1.3%	2.4%
L	Number of Major Buildings	94	95	97	97	97
M	Total Gross Square Meters (000's)	854	859	890	894	894

Category 8 does not include carrying costs and loan repayments for Residences and Apartments, Research Park and Richard Ivey School of Business Foundation.

Line B is equal to Line A Total Sources of Funding less Total Expenses.

The change in line C from one year to the next is equal to Line B.

Line J consists of 2/3 of Category 2, 3 and 5 and 1/3 of Category 4.

**Table 15**  
**MAJOR CAPITAL PROJECTS**

		Category	Start	End
1	<b><i>Projects Underway or Soon-to-Start</i></b>			
2	Modernization of Thames Hall	2	Jan 17	Oct 21
3	Weldon Library Modernization	2	Sept 19	tbd
4	Biomedical Research Facility - Phase 1 of Medical School Project	1	Jan 17	Jul 22
5	Creation of Indigenous Learning Spaces in Althouse Building	2	Sep 20	tbd
6	Entrepreneurship and Innovation Centre	1	Jun 19	Dec 22
7	Sports Facilities: TD Stadium Renewal	1&2	Nov 20	Apr 22
8	University-wide Campus Sustainability/Energy Conservation/Infrastructure Projects (multiple stages -- ongoing)	1,3&5	Ongoing	
9	Pedestrian-friendly Campus Initiatives -- Open Space Strategy	1&5	Ongoing	
10	<b><i>Projects in Various Planning Stages</i></b>			
11	University Gathering Hub -- Common/Gathering Spaces	1	tbd	tbd
12	Medicine/Science/Engineering Interdisciplinary Research Facility	1	tbd	tbd
13	Renewal/Replacement/Expansion of Medical School Facilities: Future Phases of Medical School Project	1&2	tbd	tbd
14	Expansion of Engineering Facilities	1	tbd	tbd
15	Multi-Level Parking Structures	1	tbd	tbd
16	Indoor Sports Facilities: Multi-Purpose Field House	1	tbd	tbd
17	Space Realignment in the Natural Sciences Centre	2	tbd	tbd
18	Ivey Leadership Centre Renewal and Expansion	1&2	tbd	tbd
19	Renewal/Replacement of McIntosh Gallery	1&2	tbd	tbd
20	Renewal/Replacement of Chemistry Laboratory Facilities	1&2	tbd	tbd
21	<b><i>Projects for Future Consideration (requires funding plan)</i></b>			
22	Renewal of UCC, Law Building, Spencer Engineering Building, Elborn College, Talbot College	2	tbd	tbd
23	Social Sciences Centre Realignment/Expansion	1&2	tbd	tbd
24	Renewal and/or Realignment of Library Facilities -- Future Phases	2	tbd	tbd
25	New Research Initiatives/Partnerships at the Research Parks	1	tbd	tbd
26	Residence Projects	1&6	tbd	tbd
27	Asset Acquisitions	9	tbd	tbd

**Table 16**  
**CAPITAL BUDGET: SOURCES OF FUNDING**  
**(\$000)**

		<b>Projected 2020-21</b>	<b>Budget 2021-22</b>
1	<b>Government Grants</b>		
2	MCU Annual Capital Grant (Facilities Renewal Program)	5,748	5,748
3	<b>Sub-Total</b>	<b>5,748</b>	<b>5,748</b>
4	<b>Operating Budget</b>		
5	Operating Budget MMI Transfer - Base	15,500	15,500
6	Operating Budget MMI Transfer - Base (Ancillaries)	600	600
7	Operating Budget - Pedestrian-friendly Campus Initiatives - Open Space Strategy	6,000	10,000
8	Operating Budget - University-wide Campus Sustainability and Infrastructure Projects	5,000	10,000
9	Operating Budget - FRSF Transfer	3,000	3,000
10	Operating Budget - CRC Transfer	904	936
11	Operating Budget - Engineering Building Facilities Expansion/Renewal	11,061	0
12	Operating Budget - Classroom Modernization	812	0
13	Health Sciences Operating Budget - LHSB Classroom Addition	0	1,700
14	Medicine Operating Budget - RRI Cuddy Wing Chiller Replacement	100	1,440
15	Miscellaneous Faculty/Department Budgets	2,009	1,463
16	<b>Sub-Total</b>	<b>44,986</b>	<b>44,639</b>
17	<b>Interest Earned</b>	<b>300</b>	<b>300</b>
18	<b>Borrowing</b>		
19	Long-Range Space Plan	0	64,389
20	<b>Sub-Total</b>	<b>0</b>	<b>64,389</b>
21	<b>Other</b>		
22	Student Contribution - Western Student Recreation Centre	1,406	1,449
23	Sports & Recreation Services - Student Contribution for Artificial Turf Playing Fields	174	178
24	Energy Conservation Incentives (Rebates)	100	100
25	Projects Funded by Housing	7,301	11,211
26	Projects Funded by Ancillaries	3,396	2,107
27	Projects Funded by Units	2,558	1,601
28	<b>Sub-Total</b>	<b>14,935</b>	<b>16,646</b>
29	<b>Total Sources of Funding</b>	<b>65,969</b>	<b>131,722</b>

**Table 17**  
**CAPITAL EXPENDITURES FOR NEW CONSTRUCTION AND MAJOR BUILDING RENOVATIONS**  
**2020-21 and 2021-22**  
**(\$000)**

		<b>Projected 2020-21</b>	<b>Budget 2021-22</b>
1	<b><i>Category 1: New Construction</i></b>		
2	Entrepreneurship and Innovation Centre	1,375	24,200
3	Biomedical Research Facility - Phase 1 of Medical School Project	10,300	21,700
4	Sports Facilities: TD Stadium Renewal	400	4,600
5	University Gathering Hub - Common/Gathering Spaces	0	3,000
6	Arthur and Sonia Labatt Health Sciences Building Classroom Addition	102	1,598
7	Medicine/Science/Engineering Interdisciplinary Research Facility	101	254
8	Western Centre for Public Health and Family Medicine - 3rd Floor Completion	1,875	50
9	<b><i>Total, Category 1</i></b>	<b><i>14,153</i></b>	<b><i>55,402</i></b>
10	<b><i>Category 2: Major Building Renovations</i></b>		
11	Weldon Library Modernization	1,595	14,132
12	Modernization of Thames Hall	15,675	11,720
13	Creation of Indigenous Learning Spaces in Althouse Building	474	5,750
14	Somerville House Renovations to Create Student Space	200	2,750
15	Medical School Innovation Hub	1,598	123
16	Renewal of Spencer Engineering Building	3,952	37
17	<b><i>Total, Category 2</i></b>	<b><i>23,494</i></b>	<b><i>34,512</i></b>

**Table 18**  
**CAPITAL RESERVES AND DEBT AT FISCAL YEAR END**  
**(\$000)**

		Actual 2017-18	Actual 2018-19	Actual 2019-20	Projected 2020-21	Budget 2021-22
1	<b>A. Capital Reserves</b>					
2	General Capital Fund	25,783	32,271	40,437	41,987	28,386
3	Designated Capital Fund	24,517	36,617	15,120	10,592	2,911
4	<b>Total Capital Reserves</b>	<b>50,300</b>	<b>68,888</b>	<b>55,557</b>	<b>52,579</b>	<b>31,297</b>

		Actual 2017-18	Actual 2018-19	Actual 2019-20	Projected 2020-21	Budget 2021-22
5	<b>B. Capital Debt</b>					
6	New Construction, Major Renovations & Other	51,141	22,821	0	0	64,389
7	Housing	107,003	88,346	73,879	59,779	50,561
8	Research Park	27,015	26,142	25,235	24,295	23,318
9	Unused and Invested Debenture Proceeds	190,600	224,832	254,809	261,900	199,400
10	<b>Total Capital Debt</b>	<b>375,759</b>	<b>362,141</b>	<b>353,923</b>	<b>345,974</b>	<b>337,668</b>

*Line 2 includes the required \$6 million general capital reserve fund.*

*Line 3 includes fund balances for large capital projects.*

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## Long-Term Financial Trends

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The Operating and Capital Budgets set out in Tables 2 and 14 of this document describe proposed spending of some \$982 million for the single year of 2021-22. That spending will take place, however, in a long-term context which must be understood in evaluating the Operating and Capital Budgets. The Administration and Board have identified three elements of that long-term context which should be reviewed in the annual Budget of the University: capital reserves and debt, employee future benefits, and deferred maintenance.

### A. Capital Reserves and Debt

Table 18 displays Capital Reserves and Debt for fiscal years ending April 30. Capital Reserves are divided into two categories:

- the General Capital Fund, which includes funds not yet designated for specific purposes and funds designated for future projects.
- the Designated Capital Fund, which has been assigned to specific capital projects.

The Designated Capital Fund includes the remaining funds from the sale of the Gibbons property. The University's intention is that when the Gibbons funds are spent, there will be naming opportunities to honor the Gibbons name.

Capital Debt is divided into the following categories:

- **New Construction, Major Renovations, Infrastructure, and Other** – represents debt on projects that are largely new construction, additions to existing buildings, other new facilities, non-residential projects that involve major maintenance, and renovations to existing space. It also includes debt on purchases of property.
- **Housing** – debt required for new construction, maintenance, and modernization projects for University residences and apartment buildings.
- **Research Park** – debt incurred by the Research Park.
- **Unused and Invested Debenture Proceeds** – unused proceeds from Western's debenture issuances that have been committed and invested until specific capital projects require the funding.

Capital Debt is viewed as part of the capitalization structure of the University and a resource that can help the University advance its Long-Range Space and Campus Master Plans. As part of the overall management of capitalization, the University has increased its Capital Debt, primarily through debenture issuances of \$190 million and \$100 million in 2007 and 2017, respectively, and by entering into a \$100 million fifteen-year facility in 2013 to finance a 1,000 bed residence and other capital projects. The University's debentures necessitate an annual credit rating review. Standard & Poor's confirmed Western's credit rating of AA in February 2021.

The Board of Governors has approved a Capital Debt Policy that outlines the principles used in guiding the University's overall capitalization and debt management strategy. Western is in compliance with both of its compliance ratios set out in the policy (net assets-to-debt and debt burden). The University

also utilizes monitoring ratios as part of its management strategy. Figure E shows selected Capital Debt monitoring ratios for the years ending April 30.

*Figure E*  
**CAPITAL DEBT MONITORING RATIOS**

	FTE Enrolment	Debt (\$M)	Debt per FTE (\$)	Combined Revenue (\$M)*	Debt / Revenue (%)
2017	32,528	283.7	8,722	1,253.1	22.6%
2018	33,059	375.8	11,369	1,253.7	30.0%
2019	33,356	362.2	10,859	1,318.0	27.5%
2020	33,737	353.9	10,490	1,248.0	28.4%
2021p	35,222	345.9	9,821	1,188.0	29.1%

The projected debt is based on Board-approved projects with allowance for other projects, which may be presented to the Board during the period under consideration.

## B. Employee Future Benefits

Subject to eligibility rules set within various collective agreements, the University provides medical, dental, and life insurance benefits to eligible employees after their employment with Western has ended.

The obligation for these employee future benefits are projected by actuarial valuation every three years. In the years between valuations, an extrapolation of the actuarial valuation is used to determine the projected benefit obligations. At April 30, 2020, the University's accrued benefit liability relating to the employee future benefit plans was \$561.8 million (2019 - \$546.5 million). The annual expense for non-pension employee future benefits in 2020 was \$21.9 million (2019 - \$23.4 million).

A recent review of major research universities identified only five institutions with significant post-employment benefit obligations greater than \$190 million, ranging from \$192 million to \$644 million and an unweighted average of \$393 million. Western ranked second in total liability for employee future benefits. Figure F outlines the University employee future benefits, the obligation and expense for years ending April 30.

*Figure F*  
**EMPLOYEE FUTURE BENEFITS (EFB) AS A % OF TOTAL EXPENSES**

	EFB Obligation (\$M)	EFB Expense (\$M)	Total University Expenses (\$M)	EFB Expense as % of Total
2016	525.7	25.4	1,079	2.4%
2017	473.5	28.9	1,113	2.6%
2018	495.3	21.8	1,122	1.9%
2019	546.5	23.4	1,170	2.0%
2020	561.8	21.9	1,182	1.9%



### C. Deferred Maintenance

Deferred Maintenance is defined as work on the maintenance of physical facilities that has been deferred on a planned or unplanned basis to a future budget cycle or postponed until funds become available. To avoid increasing the size of the deferred maintenance backlog, it is necessary to carry out replacement of facility components on an annual basis.

The estimates of deferred maintenance are different from estimates of debt or employee future benefits in the previous sections. There are actual contracts in place for the first two categories that allow us to make reasonable estimates. For deferred maintenance, this is not the case; therefore, we have to find other ways to quantify this liability. In 2001, a common capital-asset management system was purchased by the Ontario University system to assess, track, and report on the condition of facilities. The system requires that each major component of a building – roof sections, classrooms, heating, ventilation, air-conditioning systems and so on – be inspected, either entirely or on a sample basis. Data on the findings of these inspections are entered into a central database. The system uses industry-standard cost and lifecycle data to forecast the timing and costs of capital renewal projects. In 2019, at the request of the Ministry of Colleges and Universities, cost-forecasting methodologies were updated in the Ontario university sector to produce a more harmonized approach for facility assessment across provincially owned and broader public sector assets. Overall, this sector wide harmonization has led to an increase in estimates of deferred maintenance, primarily due to the inclusion of soft costs, which added approximately 30% to deferred maintenance estimates. Other factors have included automatic renewal requirements to maintain assets and changes to maintenance life cycles. The University, in coordination with all other Ontario universities, is now undertaking a campus wide review of its facilities data, to further improve upon our estimates. This data review is being conducted by a common vendor across the sector and is expected to be complete by 2024-25. As the facility data improves, the estimates of deferred maintenance may fluctuate from year to year. As at February 25, 2021, the Facilities Management Division estimates that deferred maintenance at Western is \$261 million for non-residential buildings and \$43 million for residences. Approximately 49% of the deferred maintenance for non-residential buildings relates to mechanical and electrical requirements. Other major components include maintenance driven by code requirements and maintenance for roofs and windows.

A common measure for determining the overall condition of facilities is the ratio of deferred maintenance over current replacement value of the facilities. The calculation as at February 25, 2021 is shown in Figure G.

*Figure G*  
**DEFERRED MAINTENANCE TO CURRENT REPLACEMENT VALUE**

		Non-Residential Buildings	Combined Residences
1	Current Replacement Value (CRV)	\$2,062 million	\$623 million
2	Deferred Maintenance (DM)	\$261 million	\$43 million
3	DM/CRV	12.7%	6.9%

The average age of buildings for universities in the Province of Ontario was 56 years as of March 2021. Western's average age is 40 years. Over 53% of our buildings were built before 1980. Western's residences are funded through rents which cover maintenance; the University has never had a problem with deferred maintenance on residences. A ratio of 12.7% (Deferred Maintenance/Current Replacement Value) for non-residential buildings indicates a significant need for maintenance funding. If the average component of a large building lasts 50 years, then on average, maintenance spending should be 2.0% of replacement value. This level of spending is a standard target in the industry. When the actual ratio is consistently less than 2.0%, as has been the case at most Canadian universities, the volume of deferred maintenance will grow. Failure to adequately address deferred maintenance results in substandard facilities and could result in the failure of critical systems. Based on the current replacement value of our facilities at \$2.1 billion, spending on major maintenance for campus buildings at 2.0% should be in the range of \$42 million annually.

As explained at the start of the Capital Budget, the annual maintenance transfer is used for Maintenance, Modernization, and Infrastructure (MMI). The Administration is sometimes asked by faculty and staff if the MMI transfer is too large. As lines G and E in Table 14 show, the ratio of the MMI transfer to the current replacement value of our non-residential buildings, utilities, and infrastructure has been below 1% in recent years (Figure H).

*Figure H*  
**MMI TRANSFER TO CRV RATIO 2017-18 to 2021-22**

		Actual 2017-18	Actual 2018-19	Actual 2019-20	Projected 2020-21	Budget 2021-22
1	MMI (\$M)	15.50	15.50	15.50	15.50	15.50
2	CRV (\$M)	1,985	2,113	2,264	2,062	2,089
3	Ratio	0.78%	0.73%	0.68%	0.75%	0.74%

Thus, the MMI transfer from the Operating to the Capital Budget is less than half of the 2.0% required to keep deferred maintenance from growing. Continuation of this MMI transfer is essential to maintaining a safe and reliable campus infrastructure, which supports modern research and teaching, and sustains faculty, staff, and student morale.

Line J of Table 14 presents an estimate of maintenance spending from all sources, with maintenance defined as spending required to bring aging facilities up to their condition when originally built. The last time the ratio was about 2.0% was 2010-11. The estimated ratios for 2020-21 and 2021-22 will not reach the 2.0% target. Additional funding, from provincial and federal sources, will be required to catch up and maintain the 2.0% target in future periods, in order to begin to restore the condition of University facilities.