



**Western**  
UNIVERSITY • CANADA

# *2024-25 Operating and Capital Budgets*

*March 31, 2024*

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### ACRONYMS used in University Budget Document

	<b>Acronym</b>	<b>Description</b>
1	AI	Artificial Intelligence
2	APF	Academic Priorities Fund
3	APPF	Academic Planning, Policy, & Faculty
4	AQ	Additional Qualification Courses in the Faculty of Education
5	B.Ed.	Bachelor of Education Program/Degree
6	B.L.U.E.	Black Student Leadership University Experience
7	CFI	Canada Foundation for Innovation
8	CRCs	Canada Research Chairs
9	CRV	Current Replacement Value (of Buildings)
10	CSD	Communication Sciences and Disorders Program
11	DM	Deferred Maintenance
12	Ed.D.	Doctor of Education Degree
13	EDI	Equity, Diversity, and Inclusion
14	EDID	Equity, Diversity, Inclusion, and Decolonization
15	EFB	Employee Future Benefits
16	EMBA	Executive Master of Business Administration Degree/Program
17	FIMS	Faculty of Information & Media Studies
18	FRSF	Federal Research Support Fund
19	FTE	Full-Time Equivalent
20	HBA	Honours Business Administration Degree/Program
21	HR	Human Resources
22	IBA	Inflationary Budget Adjustment
23	ITIF	Information Technology Infrastructure Fund
24	LMS	Learning Management System
25	LRSP	Long-Range Space Plan
26	MA	Master of Arts Degree
27	MBA	Master of Business Administration Degree/Program
28	M.Cl.Sc.	Masters in Clinical Sciences Degree
29	MCU	Ministry of Colleges and Universities
30	MD	Doctor of Medicine Degree/Program
31	MEng	Master of Engineering Degree/Program
32	MESc	Master of Engineering Science Degree
33	MMI	Maintenance, Modernization, and Infrastructure
34	MN	Masters in Nursing Degree
35	MOS	Management & Organizational Studies Program
36	MPT	Masters in Physical Therapy Degree
37	MSc	Master of Science Degree
38	MSOF	Major Strategic Opportunities Fund
39	OT	Occupational Therapy (School/Program)
40	PAL	Provincial Attestation Letter (in support of international student study permits)
41	Ph.D.	Doctor of Philosophy Degree
42	PSE	Post-Secondary Education
43	PT	Physical Therapy (School/Program)
44	RISF	Research Infrastructure Support Fund
45	SSHRC	Social Science and Humanities Research Council
46	STEM	Science, Technology, Engineering, and Mathematics
47	SUPF	Support Unit Priorities Fund
48	U.C.	University College
49	UCC	University Community Centre
50	USC	University Students' Council
51	USRI	Undergraduate Summer Research Internship Program
52	WAFAR	The Western Academy for Advanced Research

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## 2024-25 Operating Budget

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Western continues to be guided by the priorities outlined in our **Strategic Plan – Towards Western at 150** – and is focused on its commitment to an outstanding student experience, scholarship, research, and creativity. The dedicated efforts made by all members of our university community have enabled the university to maintain those commitments as we look ahead to building a stronger university.

The last three university budgets started the process of investing in our strategic plan priorities and this budget builds on those investments.

The current budget makes additional significant investments in our strategic plan priorities including:

- Support for enrolment growth
- International student recruitment
- Scholarship/research/creativity
- Student financial support
- Educational partnerships with local organizations
- Infrastructure to accommodate growth

These investments are critical to Western’s ongoing commitment to pursue the various components of our mission as a leading research university.

### A. Planning and Budgetary Context

The recently completed planning process leads us forward to the second year of the 3-year budget/planning cycle – spanning the period 2023-24 through 2025-26. In the summer of 2022, our Faculties and Support Units submitted Academic and Operational Plans in alignment with our strategic plan – and the priorities in those plans have formed the basis for the 3-year university plan.

At this point in time, as we reach the end of the current fiscal year, our financial situation remains strong. The Operating Reserve at the end of the current year (2023-24) is projected to be \$51.4 million – which is \$9.8 million higher than the budgeted figure of \$40.6 million. The higher level is primarily due to a year-end one-time \$9.9 million grant from the Provincial Government to recognize unfunded students in STEM programs. Excluding this one-time grant – which was announced on February 26, 2024 as part of a PSE stabilization funding program – the in-year position is projected to be a balanced budget.

Looking ahead to 2024-25, we have developed the University budget with the following general assumptions regarding revenues:

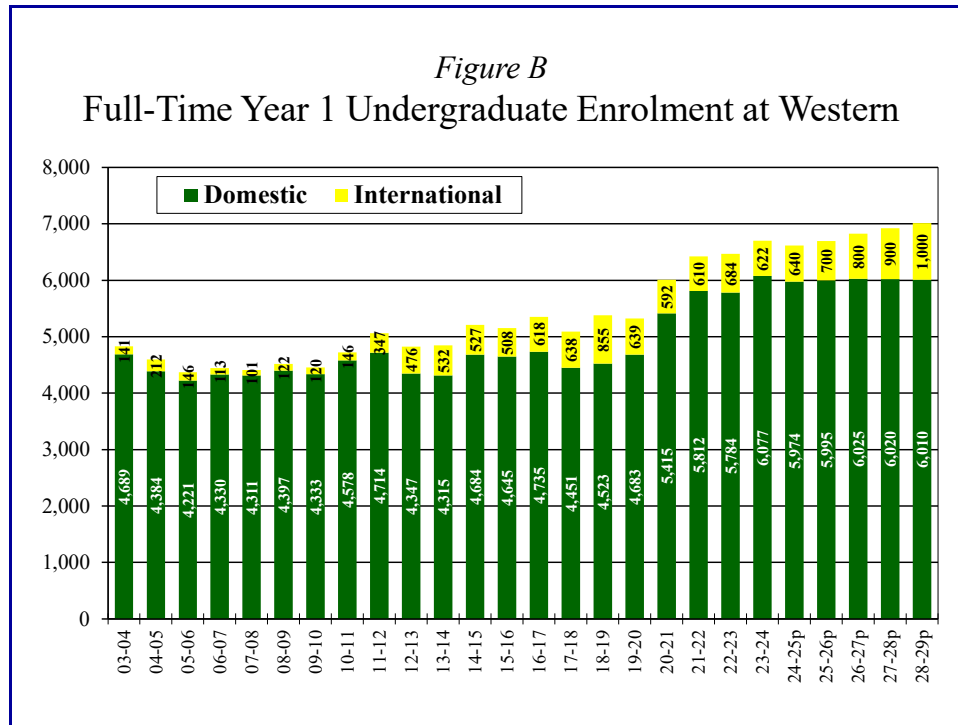
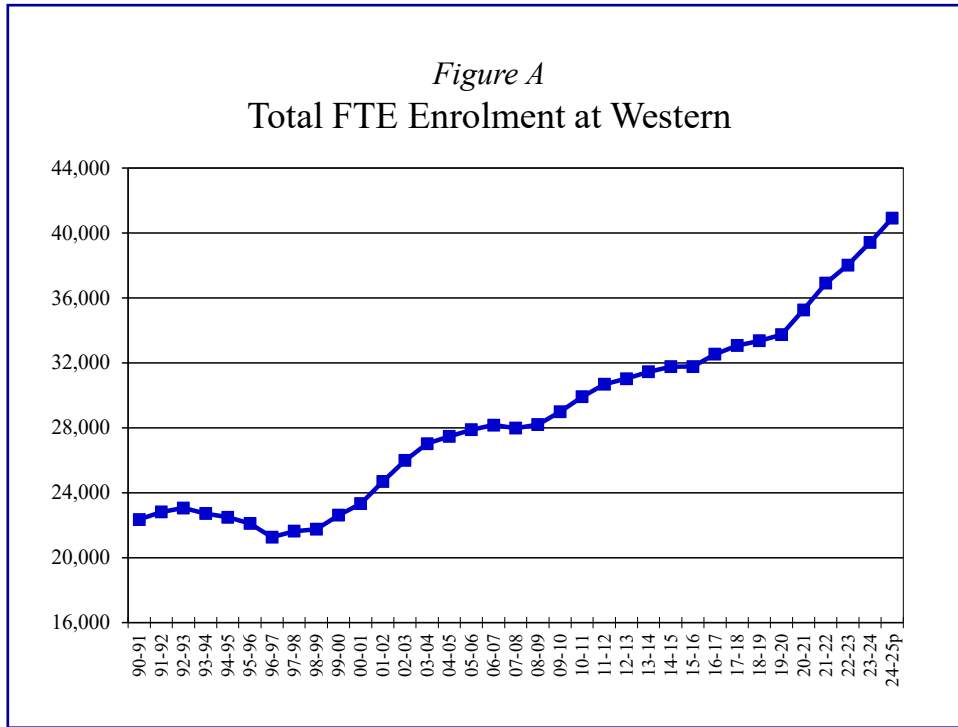
- Under the Provincial Government’s corridor-based block-grant funding system, our overall core on-going provincial grants will remain frozen at the 2016-17 level.
- The Province’s tuition framework rolled back domestic tuition rates by 10% in 2019-20 and the rates were kept constant (at the reduced levels) in 2020-21 through 2023-24. Government has confirmed that domestic tuition rates for Ontario students will remain frozen from 2024-25 through 2026-27 – making it a total of 8 years of no change to domestic tuition rates.

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- Enrolments are the primary driver of operating revenues. For budgetary purposes, our first-year class for 2024-25 is expected to be about 6,600 students (which includes about 640 international students) and the graduate enrolment plan is the aggregate of the plans developed by the Faculties – which is a growth of over 230 students and supports our research aspirations. Total full-time enrolment (undergraduate and graduate) is projected to increase by just over 1,400 in 2024-25. This figure includes about 700 students expected to join Western – from Brescia University College – as part of the integration of Brescia into Western, effective May 1, 2024.
  - The Brescia-Western Integration is projected to have the following impacts on our revenue in 2024-25: Government Operating Grants – addition of \$8.8 million; Affiliation Fee Transfer to Western – loss of \$2.6 million; estimated tuition from Brescia students continuing at Western – addition of \$4.2 million; estimated tuition from incremental year 1 students to replace the year 1 class at Brescia – addition of \$1.4 million; and all other revenues – addition of \$0.4 million. The net impact is the addition of about \$12.2 million to our operating revenues.
  - As noted earlier, in late February, the Provincial Government announced one-time funding investment in Ontario’s Universities. Western’s estimated allocations are: \$9.9 million for unfunded STEM students in 2023-24 and allocations from a PSE Sustainability Fund over the next three years – \$8.4 million in 2024-25, \$14.2 million in 2025-26, and \$20.0 million in 2026-27.
  - In late-January, the Federal Government announced its intention to limit international student permits – which would apply only to undergraduate students seeking new study permits to come to Canada. Ontario, which had the largest impact, recently allocated set numbers of Provincial Attestation Letters (PALs) to its universities – which will allow off-shore international students to apply for study permits and then (if successful) be able to enrol in Ontario’s universities. Western’s PAL allocation is 848 – and an additional 210 PALs were allocated (in total) to Huron and King’s University Colleges. Our analysis indicates that, with this allocation, we should be able to achieve the 640 first-year international target noted above.

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 2022 was 91.7%, well above the Ontario average.
- Over 92% 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 average of peer universities in Canada and the United States. About 84% of Western’s 2016-17 entering cohort graduated within 6 years.
- We are continuing to invest in international undergraduate recruitment to grow international enrolments while also diversifying geographical source and program destination. At present, about 9% of our undergraduate enrolment is international. Our Strategic Plan aspires to reaching 20% international undergraduate students.
- 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 about 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 student experience. Going forward, we will continue to manage our resources and target them towards the priorities identified in our new Strategic Plan.



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

The following initiatives were included in the 2023-24 Budget and involved substantial investments in alignment with the themes in our Strategic Plan.

### **Theme 1: Greater Impact**

#### **Growth: Enrolments**

- The multi-year Engineering expansion involving 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 continued in 2023-24 – and included expansion of enrolments, faculty and staff complements, planning for space/facilities, and allocations to the Faculty of Science which contributes in a significant manner to the teaching of Engineering students.

Engineering: \$771,000 base funding to support faculty and staff positions, \$900,000 one-time for faculty start-up funding, and \$5.66 million to support the construction of a new building.

Science: \$100,000 base funding and \$150,000 one-time for faculty start-up funding.

- Expansion in undergraduate Nursing and other programs in the Faculty of Health Sciences was supported through the allocation of \$2.3 million in one-time funding, primarily for the creation of incremental teaching/clinic spaces and equipment renewal.

#### **Growth: Faculty and Staff Renewal/Expansion**

- Last year's budget included a number of initiatives aimed at faculty and staff renewal and expansion:
  - The allocation of \$15 million one-time to the Endowed Chairs Matching Program.
  - Various central base allocations – including the Academic Priorities Fund (APF) and Support Units Priorities Fund (SUPF) – to support faculty and staff positions.

The combined impact of the above allocations/initiatives is that full-time faculty complement increased by 10 and full-time staff complement increased by 35 in 2023-24 (as of January 31, 2024) over 2022-23. A year ago, the Faculty plans collectively called for a growth of over 50 faculty positions – and therefore, recruitment for many approved positions is on-going.

#### **Space, Facilities, and Infrastructure to Support Growth**

In order to ensure that we offer the best educational environment for our students and to support our faculty and staff with adequate state-of-the-art facilities, the 2023-24 Budget included the following one-time allocations:

- \$40 million to support our Long-Range Space Plan: \$4.5 million for a facility to consolidate the Child and Youth Development Clinics in the Faculty of Education; \$20 million to support a new building to provide enrolment expansion in the Faculty of Health Sciences; and \$15.5 million for the Bio-convergence Centre – an interdisciplinary research and experiential learning facility;



- \$5.66 million (noted above) for the new Engineering Building; and
- \$1.6 million for technology-related modernization of general university instructional spaces.

Activities ranging from space planning, site assessment, design, and early construction are underway for all of the above projects.

### **Enhancing our Research Profile and Impact**

Last year's budget recommended various scholarship/research related initiatives, including:

- \$11 million one-time to provide matching funds for external grants for major research initiatives including a pathogen and vaccine development research facility. Planning for this facility is well underway and construction is expected to start later this year.
- \$2.65 million one-time to the Vice-President (Research) to support university-wide research initiatives.

### **Enhancing the Learning Experience**

The 2023-24 budget allocated a sum of \$2 million one-time to support the continuation of the Undergraduate Summer Research Internship Program (USRI). The program has supported over 290 student internships working under the supervision of 280 faculty members across campus – and included an education and training component as part of the overall experiential research opportunity for our students.

### **State-of-the Art Information Technology Infrastructure**

A sum of \$5 million one-time was provided in 2023-24 to support the renewal and expansion of I.T. infrastructure across campus. The funds are being used to modernize core network infrastructure and wireless technologies across campus.

Implementation of a new Learning Management System (LMS) is well underway – and was supported in the 2023-24 Budget with a base allocation of \$1 million (for annual licensing costs) and \$500,000 one-time to support implementation costs.

### **Theme 2: People, Community, and Culture**

Last year's budget included a number of budget allocations in direct support of our goals in the areas of Equity, Diversity, & Inclusion (EDI) and Indigenization.

- Many allocations to our Faculties and Support Units to support additional faculty and staff positions and programming initiatives in the areas of EDI and Indigenization were part of the 2023-24 budget. All the allocations have been made and the positions have either been filled or the searches are nearing completion. The initiatives included programming in the Wampum Lodge, hosting of the annual Building Reconciliations Conference, the Black Student Leadership University Experience Initiative (B.L.U.E.), and expansion of scholarships aimed at recruiting Indigenous Students and Black Students.
- In recognition of the financial pressures faced by graduate students, the 2023-24 Budget included: (a) the establishment of a new \$500,000 Graduate Student Needs-based and Emergency Fund, (b) an increase to the minimum funding guarantee to funding-eligible Ph.D. students from tuition plus \$13,000 to tuition plus \$17,000 – an increase of \$4,000, and (c) a one-time transition grant/award

of \$1,000 to all new-to-Canada international graduate and undergraduate students. The new bursary fund and the new-to-Canada award are projected to exceed a total of \$1.2 million.

### **Theme 3: Western's Place in the World**

The commitments under this theme were directly supported in the 2023-24 Budget through the following initiatives:

- Western's Long-Range Space Plan which included modernization of the Weldon Library, the Ronald D. Schmeichel Building for Entrepreneurship and Innovation, a new Engineering Building, the Bio-convergence Centre, a new facility to consolidate the Faculty of Education's Child and Youth Development Clinics, and new residences. All of these projects are in various stages of progress – ranging from initial space needs assessment (including costing), site planning, design, and actual construction.
- Various university-wide campus sustainability, energy conservation, and infrastructure projects (supported through an allocation of \$29.7 million) are continuing.
- Led by the Vice-President (Operations and Finance), Western is exploring options for additional physical presence in Toronto.

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## C. Priorities for the 2024-25 Budget and New Initiatives

The recently completed planning process identified the following high priority initiatives that are directly aligned with the three themes in our new Strategic Plan.

### **Theme 1: Greater Impact**

#### **Growth: Enrolments**

1. A central element of “Greater Impact” is to grow strategically in areas of demand and societal need. In support of this imperative, the following initiatives are recommended in the 2024-25 Budget.
  - As indicated in section B, a strategic Engineering expansion is underway with a fully developed multi-year plan involving expansion of enrolments, faculty/staff complements, space/facilities, and investments in other Faculties that contribute in a significant manner to the teaching of Engineering students. The investments include: Engineering – \$1.2 million in base funding (Table 4, line 4, column d), \$725,000 in one-time funding (Table 8, line 19), and \$5.8 million one-time for a new building (Table 8, line 7); and Science – \$246,000 in base funding (included in Table 4. Line 10, column d) and \$100,000 in one-time funding (Table 8, line 25).
  - The Faculty of Social Science has seen substantial growth in enrolments teaching in recent years. At the same time, the international component of the enrolments has declined since 2019-20 – which in turn has created significant budget pressures for the Faculty. In recognition of this a sum of \$2.5 million in base funding is recommended in this budget (included in Table 4, line 11, column d).
2. The Brescia-Western Integration will contribute to enrolment growth at Western – starting with the transition of current Brescia students to Western in 2024-25 (until they graduate) followed by our plans to build on Brescia’s unique programs and replace the Brescia enrolments in other programs across campus. In total, we expect an increase of about 1,000 students (at the main campus, in steady-state) due to the Brescia-Western Integration. Funding to support this integration is included in the budget – through base and one-time allocations to the Faculties and Support Units as well as funding to support various transition costs (\$7.15 million show in Table 8, line 5) which includes employee voluntary separation pay and scholarship previously-committed to current Brescia students who will continue at Western.
3. Recruitment of undergraduate international students is a high priority for the University. In support of this – and in the context of the current external environment, which includes global competition for these students and the Federal Government’s limits on study permits – we are recommending \$6 million in one-time funding for international student recruitment awards.

#### **Growth: Faculty and Staff Renewal/Expansion**

Faculty and staff renewal and expansion, commensurate with enrolment growth, is a key priority in our Strategic Plan. In support of this, the following budget allocations are recommended:

4. The base budget recommendations to the Faculties and Support Units (Tables 4 and 6) include substantial allocations through the Academic Priorities Fund (APF), the Support Unit Priorities Fund (SUPF), funds associated with Brescia-Western Integration, and other targeted strategic base

allocations. A total of 35 full-time Brescia faculty and 80 Brescia staff have committed to joining Western. In addition to these Brescia faculty and staff joining Western, the Faculties' preliminary final plans show an incremental growth of about 40 faculty positions and 60 staff positions in 2024-25 over the current year (as of January 31, 2024).

### **Space, Facilities, and Infrastructure to Support Growth**

5. In order to ensure that we offer the best educational environment for our students and to support our faculty and staff with adequate state-of-the-art facilities, the Strategic Plan calls for investment in facilities and infrastructure. In support of this priority, the following one-time allocations are recommended in this budget:
  - \$9 million (Table 8, line 4) to support the new building to provide incremental space for enrolment expansion in the Faculty of Health Sciences;
  - \$5.8 million from the multi-year Engineering enrolment expansion revenues to support the new Engineering Building (Table 8, line 7); and
  - \$2.1 million to support technology-related modernization of general university instructional spaces (Table 8, line 9).

### **Enhancing our Research Profile and Impact**

6. In support of the research aspirations in our Strategic Plan, under the Greater Impact Theme, the following budget allocations are recommended in this budget:
  - \$13.5 million one-time to support our Interdisciplinary Research Institutes (Table 8, line 1): \$12.5 million to create an endowment that would provide an annual amount of \$500,000 starting in 2025-26 and \$1 million as transitional funding in 2024-25;
  - \$10 million one-time as CFI Matching Funds – to enable Western's researchers to compete effectively in future CFI competitions (Table 8, line 2);
  - \$1 million one-time to establish and effectively support Core Research Facilities that enables us to provide infrastructure and services that are generally too expensive, complex, or specialized for individual researchers to provide (Table 8, line 12);
  - \$1.6 million one-time to support the continuation of the Post-Doctoral Fellowship Program (Table 8, line 11);
  - \$500,000 one-time for the Western Academy for Advanced Research (WAFAR) to continue its themes-based approach to seeking solutions to major issues facing Canada and the world. (Table 8, line 15); and
  - \$3.4 million one-time support for a number of university-wide research initiatives – under the direction of the Vice-President Research (Table 8, line 41).

### **Enhancing the Learning Experience**

7. A sum of \$2 million one-time is recommended to support the continuation of the Undergraduate Summer Research Internship Program (USRI) (Table 8, line 10). In 2024-25, the program is expected to support 300 student internships – and will include an education and training component as part of the overall experiential research opportunity for our students.

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**State-of-the-Art Information Technology Infrastructure**

8. The commitment in the Strategic Plan to invest in state-of-the-art I.T. infrastructure is being supported through the recommendation of \$10 million in one-time funding to support renewal of I.T equipment across campus (Table 8, line 3). This allocation augments the on-going base budget (\$8.3 million) line for I.T. Infrastructure shown in Table 7, line 7.

**Theme 2: People, Community, and Culture**

9. In support of the priorities under this theme, and in direct support of our goals in the areas of Equity, Diversity, & Inclusion (EDI) and Indigenization, the following budget allocations are recommended for 2024-25:
- \$124,000 in base funding and \$100,000 in one-time funding to the Office of Indigenous Initiatives to support additional staffing and programming initiatives (Table 6, line 7 and Table 8, line 32);
  - A sum of \$115,000 one-time to the Office of Equity, Diversity, & Inclusion to support the Black Student Leadership University Experience Initiative (B.L.U.E.) and programming initiatives (Table 8, line 38); and
  - A sum of \$455,000 in base funding to continue the expansion of scholarships aimed at recruiting Black Students and Indigenous Students (Table 5, line 1). At the end of the 3-year planning cycle, the total annual funding is expected to reach \$1.9 million.
10. As committed last year, in recognition of the financial pressures facing our graduate students, the Graduate Student Needs-based and Emergency Fund will continue in 2024-25 – and a one-time allocation of \$500,000 is recommended (Table 8, line 14). This fund augments the general bursary funds already available to graduate students and undergraduate students (Table 5, line 4).

**Theme 3: Western's Place in the World**

11. The priorities under this theme are directly supported in this budget through the following commitments:
- Enhancing Western's campus is a central priority in our Long-Range Space Plan (Table 13), and includes the following projects that are underway or in planning stages: Weldon Library Modernization, the Ronald D. Schmeichel Building for Entrepreneurship and Innovation, a new Engineering Building, the Bio-convergence Centre, the new facility to consolidate the Faculty of Education's Child and Youth Development Clinics, new residences, and the Pathogen Research Centre Facility;
  - The on-going range of university-wide Campus Sustainability, Energy Conservation, and Infrastructure Projects support our aspiration to reduce carbon emissions for campus operations, and we are projecting expenditures of \$29.5 million in 2024-25 (Table 14, line 3);
  - Western – in partnership with the Greater London International Airport Authority (GLIAA) and Fanshawe College – is in the early stages of an initiative aimed at capitalizing on the unique opportunities existing in London and the growing labour market demands around the aviation and aerospace industry. The plans will be anchored to the Commercial Aviation Management Stream of the DAN Management & Organizational Program and be supported by other Faculties and programs at Western. The initiative will promote industry partnerships, support regional economic development, and respond to industry needs and

labour shortages reinforcing Canada's competitiveness. This budget recommends \$2 million one-time to support this initiative's needs in the areas of staffing, equipment, and facilities.

## **D. Three-Year Operating Budget Forecast**

We seek approval of the 2024-25 Budget as outlined in this document. The recommendations in this document have been guided by projections of operating revenues and expenditures for the remaining two years of the 3-year planning period.

Table 1 summarizes our current forecast for the remaining two years of the 3-year planning period, and the major underlying assumptions are as follows:

### **Revenues**

- Provincial government on-going grant funding remains constant during remaining two years of the 3-year planning period, consistent with the current corridor funding system and the planned move to performance-based funding. However, as noted earlier, due to the Brescia-Western Integration, on-going operating grants (about \$8.5 million) which previously transferred to Brescia will now flow to Western. This is reflected in lines 3 and 4 of Table 1.
- As noted earlier, the Province recently announced a one-time Sustainability Grant which will flow \$8.4 million in 2024-25 and \$14.2 million 2025-26 to Western – and these are included in line 5 of Table 1.
- 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, is expected to be stable.
- As required by the Province, domestic tuition rates were rolled back 10% in 2019-20 and were held constant in 2020-21 through 2023-24. The Province recently confirmed that domestic tuition for Ontario students will remain frozen from 2024-25 through 2026-27.

Starting in 2022-23, the Province allowed for a 5% increase in tuition rates for domestic students from other provinces. For 2024-25, the Province has allowed for a further 5% in domestic out-of-province undergraduate tuition rates – and this budget recommends the implementation of this 5%.

International tuition rates are de-regulated and we propose increases in the range of 4% to 6% for incoming undergraduate students – and the commitment of no more than a 4% increase in upper years of study in direct-entry programs. For international graduate students, the increases range from 2% to 6%.

Our proposed rates for 2024-25 are shown in Tables 10, 10a, and 11.

- The Senate-approved enrolment projections and plans, which drive our 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 6,600 students – including 640 international students.

**Expenditures**

- Faculty and Support Unit base budgets have been adjusted to reflect the 3% Inflationary Budget Adjustment (IBA) and augmented by allocations from the Academic Priorities Fund (APF), the Support Units Priorities Fund (SUPF), enrolment expansion funding, and Canada Research Chairs (CRCs). *Note that, for this 3-year planning period (as a pilot), the IBA calculation has been modified. The IBA is now applied only to the full-time employee compensation component of Faculty and Support Unit budgets – compared to the previous approach of applying it to the full base budget. Under this approach, at the end of the 3-year planning period, the total dollar value of the IBA is lower by \$8 million for the Faculties and \$1.2 million for the Support Units. The revised approach has been well-received by the units.*
- Enrolment-related revenue sharing with the Faculties, which transfers nearly 50% of incremental enrolment-related revenue to the Faculty budgets, continues in 2024-25.
- Non-salary costs associated with major University-wide budget items (e.g. utilities, insurance, and I.T. infrastructure) 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 \$51.4 million at the end of the current year (i.e. 2023-24). The reserve is projected to be 44.5 million at the end of the 3-year planning period (2025-26) – above the Board-mandated minimum level of \$10 million.

The second year of the 3-year plan – which has been updated in the context of the external environment, internal priorities, and societal need – moves us forward with the following objectives:

1. A responsible plan that ensures fiscal health and financial stability;
2. Aligns with Western's Strategic Plan priorities and the ambitions of our Faculties and Support Units; and
3. Supports our students, faculty, and staff.



**Table 1**  
**HIGH-LEVEL BUDGET PLAN FOR REMAINING TWO YEARS OF 3-YEAR PLAN**  
**2024-25 and 2025-26**

		2021-22a	2022-23a	2023-24e	2024-25p	2025-26p
1	<b>REVENUES</b>					
2	<b>Government Grants</b>					
3	Provincial: Core Operating Grant	175.0	145.5	113.7	102.2	102.2
4	Provincial: Performance-based Grant	96.2	125.8	157.6	177.6	177.6
5	Provincial: Special Purpose Grants	17.0	17.1	25.4	24.3	30.6
6	Federal: Research Support Fund (FRSF)	11.7	11.3	11.7	11.6	11.6
7	<b>Total</b>	<b>299.9</b>	<b>299.6</b>	<b>308.3</b>	<b>315.7</b>	<b>322.0</b>
8	<b>Tuition Revenue</b>	<b>446.4</b>	<b>465.6</b>	<b>483.1</b>	<b>491.5</b>	<b>502.0</b>
9	<b>All Other Revenues</b>					
10	Canada Research Chairs (CRCs)	8.7	8.5	8.7	8.2	8.4
11	Recoverable Salaries	27.3	27.6	27.2	27.2	27.2
12	All Other	74.7	86.2	84.6	87.8	88.9
13	<b>Total</b>	<b>110.7</b>	<b>122.3</b>	<b>120.5</b>	<b>123.2</b>	<b>124.5</b>
14	<b>Total Revenues</b>	<b>857.0</b>	<b>887.5</b>	<b>911.9</b>	<b>930.4</b>	<b>948.5</b>
15	<b>EXPENDITURES</b>					
16	<b>Faculties</b>					
17	Base Budgets	451.4	465.2	483.6	493.2	487.9
18	Revenue Sharing Allocations	0.0	0.0	1.6	2.4	4.9
19	Canada Research Chairs (CRCs)	7.6	7.4	7.6	7.1	7.3
20	All Other	47.1	49.6	50.8	50.1	50.2
21	<b>Total</b>	<b>506.1</b>	<b>522.2</b>	<b>543.6</b>	<b>552.8</b>	<b>550.3</b>
22	<b>Scholarships and Bursaries</b>	<b>38.5</b>	<b>38.2</b>	<b>40.7</b>	<b>41.7</b>	<b>43.3</b>
23	<b>Support Areas</b>	<b>114.3</b>	<b>123.2</b>	<b>130.6</b>	<b>133.0</b>	<b>133.8</b>
24	<b>University-wide Expenditures</b>	<b>77.7</b>	<b>75.7</b>	<b>81.4</b>	<b>87.7</b>	<b>89.9</b>
25	<b>Provision for Cost Fluctuations</b>	<b>0.4</b>	<b>0.0</b>	<b>0.0</b>	<b>24.0</b>	<b>46.4</b>
26	<b>One-Time Allocations</b>	<b>121.3</b>	<b>159.0</b>	<b>105.8</b>	<b>90.9</b>	<b>91.8</b>
27	<b>Total Expenditures</b>	<b>858.3</b>	<b>918.3</b>	<b>902.1</b>	<b>930.2</b>	<b>955.5</b>
28	<b>REVENUES minus EXPENDITURES</b>	<b>-1.3</b>	<b>-30.8</b>	<b>9.8</b>	<b>0.2</b>	<b>-7.0</b>
29	<b>OPERATING RESERVE</b>					
30	Beginning Operating Reserve	73.6	72.3	41.6	51.4	51.5
31	Surplus / (Deficit) -- from Line 28 above	-1.3	-30.8	9.8	0.2	-7.0
32	<b>Ending Operating Reserve</b>	<b>72.3</b>	<b>41.6</b>	<b>51.4</b>	<b>51.5</b>	<b>44.5</b>

## **E. Summary of the 2024-25 Operating Budget**

Table 2 summarizes the 2024-25 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 \$930.4 million in 2024-25. Details of the operating revenues are shown in Table 3.

Line 13: Total expenditures are projected to be \$930.2 million in 2024-25. 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 surplus of \$9.8 million in 2023-24 and a balanced budget in 2024-25.

Line 17: The Operating Reserve is forecast to be \$51.4 million at the end of 2023-24 and \$51.6 million at the end of 2024-25 – above the Board-mandated minimum level of \$10 million.

**Table 2**  
**SUMMARY OF OPERATING BUDGET: 2024-25**

	<a>	<b>	<c>	
	2023-24 Budget (@Feb 29, 2024)	2024-25 Budget	\$ Change from 2023-24	
1	<b>Operating Revenues (Table 3)</b>			
2	Government Grants	308,316,028	315,657,305	7,341,277
3	Tuition Revenue	483,054,790	491,451,866	8,397,076
4	All Other	120,489,062	123,261,514	2,772,452
5	<b>Total Revenues</b>	<b>911,859,880</b>	<b>930,370,685</b>	<b>18,510,805</b>
6	<b>Expenditure Budgets</b>			
7	Faculties (Table 4)	543,598,123	552,817,334	9,219,211
8	Scholarships and Bursaries (Table 5)	40,740,392	41,693,667	953,275
9	Support Areas (Table 6)	130,638,984	133,026,612	2,387,628
10	University-wide Expenditures (Table 7)	81,408,194	87,741,887	6,333,693
11	Provision for Cost Fluctuations	0	24,014,370	24,014,370
12	One-Time Allocations	105,691,490	90,916,608	-14,774,882
13	<b>Total Expenditures</b>	<b>902,077,183</b>	<b>930,210,478</b>	<b>28,133,295</b>
14	<b>Surplus / (Deficit) - Line 5 minus Line 13</b>	<b>9,782,697</b>	<b>160,207</b>	
15	<b>Beginning Operating Reserve Balance</b>	<b>41,626,994</b>	<b>51,409,691</b>	
16	Surplus / (Deficit) -- Line 14 above	9,782,697	160,207	
17	<b>Closing Operating Reserve Balance</b>	<b>51,409,691</b>	<b>51,569,898</b>	
18	<b>Board-mandated Minimum Level Reserve Target</b>	<b>10,000,000</b>	<b>10,000,000</b>	

## **F. Details of the 2024-25 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 on-going provincial grants would flow as a block grant, provided the institution maintains an overall level of domestic enrolments. In 2019-20, the Province had signaled the move to a performance-based funding system whereby, gradually, over the next 5 years (starting in 2020-21), the major portion of grant funding would be tied to ten performance/outcomes metrics. In response to the global pandemic and its impact on university operations, the Province has delayed the actual metrics-based implementation until the end of 2022-23. Starting with 2023-24, the Government has notionally presented the grants transitioning to the performance-based system, but with no change in the overall grant funding level (i.e. the sum of lines 2 and 3 in Table 3 remain unchanged).

### **Tuition Fees**

The recommended tuition fee rates for 2024-25 are summarized in Tables 10, 10a, and 11. Tuition revenue projections are a function of tuition rates and the enrolment forecasts shown in Table 12.

#### **Domestic Students from Ontario**

As noted earlier (in section A), tuition rates for domestic students from Ontario remain unchanged.

#### **Domestic Students from Other Provinces**

As described earlier, tuition rates for undergraduate domestic students from other provinces are recommended to increase by 5% in 2024-25.

#### **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 in 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 78 CRCs. The occupancy of the Chairs turns over dynamically as terms end and begin. There are 61 occupied Chairs in the current year and we are projecting 58 occupied chairs in 2024-25, with \$8.2 million in associated revenue. An additional 20 CRCs are currently allocated and are in the selection and recruitment phase. These positions should be finalized in 2024-25.
- The Fee-for Services Transfer from the Affiliated University Colleges represents payments for services and teaching provided to their students. The transfer rate is 12% of the Colleges' grant and tuition revenue. The projected \$10.9 million for 2024-25 is a \$2.4 million reduction, which is primarily due the Brescia-Western Integration described earlier.
- Fundraising for needs-based Student Awards continues to be of high priority for the University. In 2024-25, we project a sum of nearly \$11 million from this source.
- The revenue from Royalties and Licenses includes patents/licenses associated with the Robarts Research Institute which flows to the Schulich School. We are projecting an increase of \$1.4 million in 2024-25.
- 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. This category also includes the payment from the Ivey Business School to the University for services provided by the University at-large to Ivey, a component within the funding model for the Ivey School that was introduced in 2004-05.

## G. Details of the 2024-25 Expenditure Recommendations

### 1. Faculty Budget Recommendations

Table 4 shows the 2024-25 **base budget recommendations** for Western's Faculties. Final 2024-25 base budgets are the net result of the following:

- Starting base budgets;
- The Inflationary Budget Adjustments (IBA);
- Academic Priorities Fund (APF) allocations;
- Program expansion funding and/or targeted government allocations;
- Funds associated with the addition of Brescia faculty and staff members – as part of the Brescia-Western Integration; and
- Funds associated with CRC positions (detailed in Table 9).

The **Inflationary Budget Adjustment (IBA)**, which reduces base budgets 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. As described in section D, the IBA mechanism has been modified – and the outcome is that the Faculty budgets (in total) benefit to an equivalent of \$8 million in base funding at the end of the 3-year planning period. *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 <f> of Table 4.*

The **Academic Priorities Fund (APF)** shown in line 19 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
- Investments made in recent years

The **Faculty-specific APF base recommendations** for 2024-25 (as shown in column <c> of Table 4) are:

- \$50,000 to the Faculty of Arts & Humanities in support of a Senior Development Officer staff position;
- \$85,000 to the Faculty of Engineering in support of a Lab Technician staff position;
- \$150,000 to the Faculty of Information & Media Studies for a tenure-track faculty appointment;
- \$418,000 to the Schulich School of Medicine & Dentistry for two staff positions and support for core research facilities;
- \$150,000 to the Faculty of Social Science for a tenure-track faculty appointment.

*Note that all of these APF allocations were approved in the first year of the 3-year plan – i.e. a year ago.*

The **Other Base Changes** for the Faculties (shown in column <d> of Table 4) consist of:

- \$1,185,000 to Engineering as a direct result of enrolment expansion – and this funding is expected to support additional faculty and staff positions;
- \$246,000 to Science in support of the incremental teaching associated with the Engineering expansion plan;
- \$2.5 million to Social Science in support of substantial increases in enrolments/teaching;
- About \$6.2 million associated with funding for the salaries and benefits of faculty and staff members joining our Faculties from Brescia.

The **funding model for the Ivey Business School**, introduced in 2004-05, flows all tuition fees and government grants deriving from 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 Faculty is responsible for all its costs, including annual employee compensation increases. Ivey also transfers an annual amount to the central budget reflecting the cost of general services provided to the Faculty 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:

- 50% on direct-entry undergraduate enrolments/teaching – with 30% distributed based on program enrolments and 20% based on teaching levels (measured in course registrations)
- 50% on second-entry (or professional) undergraduate enrolments
- 50% on graduate enrolments

The Faculties are projected to receive \$2.4 million in 2024-25 through the overall enrolment-related revenue-sharing mechanism, as shown in Table 4, column f, line 15. This amount is in addition to the \$3.9 million that was rolled into Faculty base budgets in 2022-23.

The Faculties also receive additional budgetary support through:

- **One-time operating budget allocations** (totaling \$13.3 million) which are detailed in Table 8 (lines 16 to 26);
- The new **PhD enrolment growth funding support program**, estimated at \$1.1million (Table 4, line 16);
- **The Research Infrastructure Support Fund (RISF)** totaling \$750,000 (Table 4, line 17); and
- Support for **Faculty-specific capital projects** totaling \$1.3 million – through the University's Capital Budget.

A consolidated summary of the Provost's allocation recommendations for the Faculties (direct to the Faculties, from the various sources described above) is presented in Figure C. These recommendations are for the 2024-25 Budget.

*Figure C*  
**SUMMARY OF 2024-25 ALLOCATION RECOMMENDATIONS FOR THE FACULTIES**  
 (direct allocations to the Faculties through the planning process)

		Excluding Brescia Integration Funding			Brescia Integration Funding	
		Base Allocations	One-Time Allocations	Capital Support	Base Allocations	One-Time Allocations
1	Arts & Humanities	50,000	499,478	81,000	899,978	
2	Education		55,000		180,166	
3	Engineering	1,270,679	912,000	294,900		
4	Health Sciences		1,976,601	40,000	2,593,879	678,837
5	Information & Media Studies	150,000	138,000			
6	Law		40,000	300,000		
7	Medicine & Dentistry	418,000	7,592,286	300,000	168,931	
8	Music		566,564			
9	Science	246,148	100,000	320,000	136,499	147,162
10	Social Science	2,650,000	346,375		2,223,697	294,323
11	<b>Total</b>	<b>4,784,827</b>	<b>12,226,304</b>	<b>1,335,900</b>	<b>6,203,150</b>	<b>1,120,322</b>

*Note: These recommendations are for the 2024-25 budget -- and should be considered in the context of resource allocations made in previous recent planning cycles.*

## 2. Scholarships and Bursaries

Base budget allocations for centrally-funded student support programs are shown in Table 5 – with a total of \$41.7 million estimated for 2024-25.

- Undergraduate scholarships are projected to increase by \$455,000 due to continued expansion of the scholarship program for Black and Indigenous students.
- Fundraising for undergraduate and graduate student needs-based awards continues to be a high priority for the University. In 2024-25, we project a sum of \$11 million from this source.
- Western’s bursary program supports undergraduate and graduate students – with an allocation of \$2.8 million in the coming year.
- As the footnote in Table 5 indicates, graduate student funding is addressed through the Faculty budgets, and the Faculty plans estimate a total of \$57.9 million in 2024-25 for this priority item. Graduate students also receive additional funding through faculty members’ research grants, external student award programs (e.g. tri-agencies), and other sources. In recent years, these sources have added about \$50 million annually to overall graduate student financial support.

In addition to the base budget allocations shown in Table 5, two special one-time student financial support funding allocations are also recommended in this budget:

- The commitment made last year to provide \$500,000 for a Graduate Student Needs-based and Emergency Fund is included in Table 8, line 14. This fund augments the regular annual general bursary funds available to all students (shown in Table 5, line 4).



- As described earlier, international undergraduate student recruitment is a high priority for the University – and is of even greater importance in the current environment which includes the Federal Government’s plan to limit the number of study permits for international students. In support of this, \$6 million in one-time funding for international undergraduate student recruitment awards (shown in Table 8, line 6).

### 3. Support Unit Budget Recommendations

Table 6 shows the 2024-25 base budget recommendations for Support Units. Final 2024-25 base budgets are the net result of the following:

- Starting base budgets;
- The Inflationary Budget Adjustments (IBA);
- Support Units Priorities Fund (SUPF) allocations;
- Funds associated with the addition of Brescia staff members – as part of the Brescia-Western Integration; and
- Other strategic and operational base allocations.

The **Support Unit Priorities Fund (SUPF)** was established in 2011-12, and the unit-specific base allocations for 2024-25 (shown in column <c> of Table 6) are:

- \$100,000 to the Vice-Provost (Academic Programs) Portfolio for an eLearning Specialist staff position;
- \$210,000 to Western Technology Services for an Identity Developer staff position and Infrastructure Security staff position;
- \$131,962 to Western Libraries to maintain staffing levels;
- \$96,000 to the Registrar’s Office for incremental undergraduate recruitment staffing;
- \$124,000 to the Office of Indigenous Initiatives for additional staffing and programming initiatives;
- \$100,000 to the Vice-Provost (Academic Planning, Policy, & Planning) Portfolio for Immigration Recruitment Consultant staff position;
- \$100,000 to the Office of Institutional Planning & Budgeting for a data analyst staff position;
- \$100,000 to Western International for an additional International Student Advisor staff position;
- \$320,000 to Financial Services to sustain operations and two additional staff positions;
- \$307,180 to Facilities Management for two staff positions and technology initiatives;
- \$190,038 to Campus Safety & Emergency Services for additional staffing and equipment renewal;
- \$14,000 to Internal Audit to sustain operations;
- \$200,000 to the Vice-President (Research) Portfolio for additional staffing;
- \$175,000 to the Vice-President (Advancement) Portfolio in support of our next fundraising campaign-related activities;
- \$205,000 to Human Resources to maintain service levels;
- \$100,000 to Western Communications maintain staffing levels;
- \$35,000 to the University Secretariat to sustain operations;
- \$30,000 to the Office of Equity, Diversity, & Inclusion to sustain operations.

*Note that funding for all of these SUPF allocations were approved in the first year of the 3-year plan – i.e. a year ago.*

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 **Other Base Changes** – totaling \$2.7 million – for the Support Units (shown in column <d> of Table 6) consist of:

- A series of allocations to all Support units (equivalent to 1% of the IBA) to maintain service levels;
- \$250,000 to the Libraries to maintain staff capacity in order to ensure optimal library services to the University community;
- \$489,725 to Facilities Management to support the operating costs of incremental space/facilities;
- About \$690,000 in funding for the salaries and benefits of staff members joining our Support Units from Brescia.

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

- **One-time operating budget allocations** (\$5.8 million) which are detailed in Table 8 (lines 28 through 43); and
- Support for **Unit-specific capital projects** totaling \$500,000 – 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 projected utilities rate increases, utilization patterns, anticipated savings resulting from the implementation of energy efficiency initiatives, the opening of new buildings, and the integration of Brescia facilities into Western.
- The **Library Acquisitions Budget** continues to be a high priority and is being increased by \$75,000 in support of acquisitions related to the unique academic programs that will be integrated into Western as part of the Brescia-Western integration.
- A sum of \$500,000 is being added to the **Maintenance, Modernization, and Infrastructure (MMI)** transfer to the Capital Budget to reflect the MMI needs associated with the Brescia facilities which will become part of our space inventory.
- The **FRSF Transfer to Capital** continues at the \$3 million level and these funds are used to support 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 \$2.3 million or 0.25% of Operating Revenues, as in previous years.

## 5. One-Time Recommendations

As noted above, the Faculties and Support Units will receive substantial one-time funding in 2024-25. 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 2024-25 budget – with one-time allocations totaling \$73.3 million:

- **Support for Research Institutes:** \$13.5 million
- **University Matching Contribution for future CFI Initiatives:** \$10 million
- **Renewal of Information Technology Core Infrastructure** across campus: \$10 million
- **Long-Range Space Plan:** \$9 million
- **Brescia Integration Transition Costs:** 7.2 million
- **International Undergraduate Recruitment Awards:** 6 million
- Multi-year plan to fund a **new Engineering Building** to accommodate the enrolment expansion: \$5.8 million
- Creation of an **Aviation and Aerospace Training Hub and Campus** at/near the London International Airport – in partnership with the Greater London International Airport Authority and Fanshawe College: \$2 million.
- **Modernization of General University Instructional Facilities:** \$2.1 million
- Continuation of the **Undergraduate Summer Research Internship Program:** \$2 million
- Continuation of the **Postdoctoral Fellowships Program:** \$1.6 million
- Infrastructure and Staffing Support for **University-wide Core Research Facilities:** \$1 million
- The **National Brand Campaign** – in support of our next fundraising campaign: \$640,000
- Incremental resources to support **Graduate Student Need-based Bursaries and Emergency Funding:** \$500,000
- Additional Research/Scholarship Themes at the **Western Academy for Advanced Research (WAFAR):** \$500,000

**Table 3**  
**2024-25 OPERATING REVENUES**

		2023-24 Budget Forecast (@Feb 29, 2024) (1)	2024-25 Budget (2)	Increase / (Decrease) Amount (3)	% Change (2) to (1)
1	<b>Government Grants</b>				
2	Provincial: Core Operating Grant	113,653,799	102,227,545	-11,426,254	-10.1%
3	Provincial: Performance-based Grant	157,581,575	177,553,581	19,972,006	12.7%
4	Provincial: Special Purpose Grants	25,361,567	24,276,179	-1,085,388	-4.3%
5	Federal Research Support Fund (FRSF)	11,719,087	11,600,000	-119,087	-1.0%
6	<b>Sub-Total Government Grants</b>	<b>308,316,028</b>	<b>315,657,305</b>	<b>7,341,277</b>	<b>2.4%</b>
7	<b>Tuition Revenue</b>				
8	Undergraduate	308,180,000	310,440,971	2,260,971	0.7%
9	Graduate	69,550,000	71,274,151	1,724,151	2.5%
10	<i>Sub-Total General Programs</i>	<i>377,730,000</i>	<i>381,715,122</i>	<i>3,985,122</i>	<i>1.1%</i>
11	Ivey Programs (Undergraduate and Graduate)	88,736,040	93,824,744	5,088,704	5.7%
12	International Medical and Dental Students	14,892,750	14,216,000	-676,750	-4.5%
13	<i>Sub-Total Other Programs</i>	<i>103,628,790</i>	<i>108,040,744</i>	<i>4,411,954</i>	<i>4.3%</i>
14	Miscellaneous Fees	1,696,000	1,696,000	0	0.0%
15	<b>Sub-Total Tuition Revenue</b>	<b>483,054,790</b>	<b>491,451,866</b>	<b>8,397,076</b>	<b>1.7%</b>
16	<b>Other Revenues</b>				
17	Canada Research Chairs (CRCs)	8,700,000	8,200,000	-500,000	-5.7%
18	Fee for Services Transfer from Affiliated University Colleges	13,341,257	10,943,676	-2,397,581	-18.0%
19	Recoverable Salaries	27,240,000	27,240,000	0	0.0%
20	Fundraising -- Need-based Student Awards and Bursaries	10,970,000	10,970,000	0	0.0%
21	Application Fees	2,412,500	2,512,500	100,000	4.1%
22	Research Overhead Revenues	3,949,000	3,949,000	0	0.0%
23	Royalties and Licences	3,450,000	4,875,000	1,425,000	41.3%
24	Scholarship/Research Initiatives in the SSHRC Disciplines	483,384	494,849	11,465	2.4%
25	Fee for Services Transfer from Self-Funded & Ancillary Operations	46,462,520	50,737,117	4,274,597	9.2%
26	Miscellaneous Revenues	3,480,401	3,339,372	-141,029	-4.1%
27	<b>Sub-Total Other Revenues</b>	<b>120,489,062</b>	<b>123,261,514</b>	<b>2,772,452</b>	<b>2.3%</b>
28	<b>Total Revenues</b>	<b>911,859,880</b>	<b>930,370,685</b>	<b>18,510,805</b>	<b>2.0%</b>

**Table 4  
FACULTIES**

	<a>	<b>	<c>	<d>	<e>	<f>
	2023-24 Base Budget (@Feb 29, 2024)	IBA	APF	Other Base Changes	Canada Research Chairs	Resulting 2024-25 Base Budget **
1 <b>Faculties</b>						
2 Arts & Humanities	34,205,653	-809,234	50,000	899,978	170,000	34,516,397
3 Education	19,968,472	-406,024		180,166		19,742,614
4 Engineering	41,341,326	-891,801	85,000	1,185,679	-80,000	41,640,204
5 Health Sciences	38,444,674	-815,619		2,593,879		40,222,934
6 Information & Media Studies	12,290,086	-251,339	150,000			12,188,747
7 Law	10,246,139	-279,530			-90,000	9,876,609
8 Medicine & Dentistry	80,246,622	-1,329,258	418,000	168,931	-260,000	79,244,295
9 Music	11,724,094	-272,640			90,000	11,541,454
10 Science	70,903,814	-1,487,710		382,647	-270,000	69,528,751
11 Social Science	69,170,494	-1,539,853	150,000	4,723,697	10,000	72,514,338
12 <b>Sub-Total Faculties (excluding Business)</b>	<b>388,541,374</b>	<b>-8,083,008</b>	<b>853,000</b>	<b>10,134,977</b>	<b>-430,000</b>	<b>391,016,343</b>
13 Business	101,631,600			5,516,092		107,147,692
14 <b>Sub-Total Faculties</b>	<b>490,172,974</b>	<b>-8,083,008</b>	<b>853,000</b>	<b>15,651,069</b>	<b>-430,000</b>	<b>498,164,035</b>
15 Enrolment-related Revenue Sharing Allocation	1,603,080			787,725		2,390,805
16 PhD Enrolment Growth Support	1,158,000			-60,000		1,098,000
17 Research Infrastructure Support Fund (RISF)	750,000					750,000
18 Faculty Recruitment Initiatives	255,654					255,654
19 Academic Priorities Fund (APF)	2,693,160		1,147,000			3,840,160
20 <b>Total -- with Revenue Sharing Allocation</b>	<b>496,632,868</b>	<b>-8,083,008</b>	<b>2,000,000</b>	<b>16,378,794</b>	<b>-430,000</b>	<b>506,498,654</b>
21 <b>All Other</b>						
22 Western Strategic Success Programs	1,500,000					1,500,000
23 Continuing Studies: Trois-Pistoles						0
23 Education: Continuing Education for Teachers	1,327,700			30,175		1,357,875
24 Medicine & Dentistry: International Tuition and Primary Care	15,242,555			-676,750		14,565,805
25 Faculties' Share of Research Overheads	1,010,000					1,010,000
26 Faculty Scholars & Distinguished University Professors	505,000					505,000
27 Graduate and Undergraduate Program Reviews	140,000					140,000
28 Recoverable Salaries	27,240,000					27,240,000
29 <b>Sub-Total</b>	<b>46,965,255</b>	<b>0</b>	<b>0</b>	<b>-646,575</b>	<b>0</b>	<b>46,318,680</b>
30 <b>Total Academic Units</b>	<b>543,598,123</b>	<b>-8,083,008</b>	<b>2,000,000</b>	<b>15,732,219</b>	<b>-430,000</b>	<b>552,817,334</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 f), as the information is available.

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

		<a> 2023-24 Base Budget (@Feb 29, 2024)	<b> Changes	<c> Resulting 2024-25 Base Budget
1	Undergraduate Scholarships	9,060,297	455,000	9,515,297
2	Government-Mandated Domestic Tuition Re-Investment	17,005,183	559,026	17,564,209
3	Privately-Funded Need-based Awards & Bursaries	10,970,000		10,970,000
4	Western Bursaries and Fellowships	2,746,683	33,378	2,780,061
5	Targeted MCU Bursaries	758,229	-94,129	664,100
6	Global Opportunities Awards	200,000		200,000
7	<b>Total Scholarships and Bursaries</b>	<b>40,740,392</b>	<b>953,275</b>	<b>41,693,667</b>

*Graduate student funding is addressed through the Faculty budgets. In 2023-24, this funding is estimated to be \$58.7 million and the plan for 2024-25 is \$57.9 million.*

*Graduate students also receive additional funding through faculty members' research grants, external student award programs (e.g. tri-agencies), and other sources. In recent years, these sources have added about \$50 million annually to overall graduate student financial support.*

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

	<a>	<b>	<c>	<d>	<e>	
	2023-24 Base Budget (@Feb 29, 2024)	IBA	SUPF	Other Base Changes	** Resulting 2024-25 Base Budget	
1	<b>Reporting to the Provost</b>					
2	Academic Programs Portfolio	2,085,266	-50,038	100,000	212,721	2,347,949
3	Western Technology Services	12,709,151	-250,223	210,000	83,408	12,752,336
4	Western Libraries	14,018,437	-348,161	131,962	586,865	14,389,103
5	Registrar's Office	8,728,138	-160,700	96,000	329,317	8,992,755
6	Student Experience Portfolio	3,310,546	-77,816		25,939	3,258,669
7	Office of Indigenous Initiatives	1,242,518	-19,799	124,000	6,600	1,353,319
8	Vice-Provost (APPF) Portfolio	1,843,178	-47,047	100,000	15,682	1,911,813
9	Graduate & Postdoctoral Studies	2,266,988	-57,504		19,168	2,228,652
10	Institutional Planning and Budgeting	3,261,836	-69,982	100,000	23,327	3,315,181
11	Western International	2,731,085	-60,367	100,000	99,117	2,869,835
12	McIntosh Gallery - Operating Budget Supplement	283,566				283,566
13	Teaching Fellows Program	475,312				475,312
14	Support Unit Priorities Fund (SUPF)	1,312,345		113,038		1,425,383
15	<b>Sub-Total</b>	<b>54,268,366</b>	<b>-1,141,637</b>	<b>1,075,000</b>	<b>1,402,144</b>	<b>55,603,873</b>
16	<b>Reporting to the Vice-President Operations &amp; Finance</b>					
17	Financial Services	5,553,869	-157,661	320,000	52,554	5,768,762
18	Facilities Management	20,705,799	-445,108	307,180	856,780	21,424,651
19	Campus Safety & Emergency Services	4,563,099	-105,399	190,038	35,133	4,682,871
20	Internal Audit	702,432	-14,865	14,000	4,955	706,522
21	Legal Services	1,042,967	-19,849		6,616	1,029,734
22	Support Unit Priorities Fund (SUPF)	241,379		-151,218		90,161
23	<b>Sub-Total</b>	<b>32,809,545</b>	<b>-742,882</b>	<b>680,000</b>	<b>956,038</b>	<b>33,702,701</b>
24	<b>Reporting to the Vice-President Research</b>					
25	Animal Care/Veterinary Services - Operating Budget Supplement	3,712,300				3,712,300
26	Research Western	6,796,099	-173,083	200,000	57,694	6,880,710
27	Research Promotion Fund	1,500,000				1,500,000
28	Special Grants Support for Arts/Humanities/Social Sciences	250,000				250,000
29	Scholarship/Research Initiatives in the SSHRC Disciplines	483,384			11,465	494,849
30	Western Innovation Fund	400,000				400,000
31	<b>Sub-Total</b>	<b>13,141,783</b>	<b>-173,083</b>	<b>200,000</b>	<b>69,159</b>	<b>13,237,859</b>
32	<b>Vice-President University Advancement Portfolio</b>	<b>9,334,720</b>	<b>-210,500</b>	<b>175,000</b>	<b>70,167</b>	<b>9,369,387</b>
33	<b>General Administration</b>					
34	Human Resources (Including Workplace Health Services)	8,587,349	-219,129	205,000	73,043	8,646,263
35	Offices of the President and All Vice-Presidents	4,129,222	-118,520		39,507	4,050,209
36	Western Communications	6,160,355	-136,765	100,000	45,588	6,169,178
37	University Secretariat	1,336,656	-17,758	35,000	5,919	1,359,817
38	Office of Equity, Diversity, and Inclusion	870,988	-20,495	30,000	6,832	887,325
39	<b>Sub-Total</b>	<b>21,084,570</b>	<b>-512,667</b>	<b>370,000</b>	<b>170,889</b>	<b>21,112,792</b>
40	<b>Total Support Areas</b>	<b>130,638,984</b>	<b>-2,780,769</b>	<b>2,500,000</b>	<b>2,668,397</b>	<b>133,026,612</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>
		2023-24 Base Budget (@Feb 29, 2024)	New Investment	Other Changes	Resulting 2024-25 Base Budget
1	Utilities	24,028,994		3,700,728	27,729,722
2	Library Acquisitions	15,665,896		75,000	15,740,896
3	Transfer to MMI: Operating	15,500,000		500,000	16,000,000
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		-56,000	848,000
7	Information Technology Infrastructure Fund	8,276,722			8,276,722
8	Property Taxes	2,618,775		183,375	2,802,150
9	Insurance	4,424,991		427,599	4,852,590
10	Contingency	2,239,938		85,989	2,325,927
11	Accessible Education Services	1,473,454			1,473,454
12	Professional Fees	1,685,000		290,000	1,975,000
13	Institutional Memberships	1,700,000		100,000	1,800,000
14	Sports and Recreation Services - Operating Budget Supplement	871,498		7,497	878,995
15	The Western Entrepreneurship Ecosystem - Operating Budget Supplement	674,207			674,207
16	Costs Associated with Employee Contracts	685,000			685,000
17	Convocation and Diplomas	338,000			338,000
18	Governance-Related Costs	205,800			205,800
19	Office of the Ombudsperson	122,424			122,424
20	<b>Total University-wide Expenditures</b>	<b>85,014,699</b>	<b>0</b>	<b>5,314,188</b>	<b>90,328,887</b>
21	Employee Benefit Plan Costs	146,708,843		9,661,157	156,370,000
22	Employee Benefit Recoveries	-150,315,348		-8,641,652	-158,957,000
23	<b>Net Employee Benefits</b>	<b>-3,606,505</b>	<b>0</b>	<b>1,019,505</b>	<b>-2,587,000</b>
24	<b>Net University-wide Expenditures</b>	<b>81,408,194</b>	<b>0</b>	<b>6,333,693</b>	<b>87,741,887</b>



**Table 8**  
**2024-25 ONE-TIME ALLOCATIONS**

1	Support for Research Institutes - Create Endowment (\$12.5M) and Transitional Funding (\$1M)	13,500,000
2	University Matching Contribution for future CFI Initiatives	10,000,000
3	University-wide IT Infrastructure Renewal/Expansion	10,000,000
4	Long-Range Space Plan -- to support Additional Space for Health Sciences	9,000,000
5	Brescia Integration -- Transitional Costs	7,150,000
6	International Undergraduate Recruitment Awards	6,000,000
7	Engineering Expansion -- Support for New Building (multi-year plan)	5,772,006
8	Aviation and Aerospace Training Hub and Campus	2,000,000
9	Modernization of General University Instructional Facilities	2,109,000
10	Undergraduate Summer Research Internship Program (USRI)	2,000,000
11	Post Doctoral Fellowships Program	1,600,000
12	Support for Core Research Facilities	1,000,000
13	National Brand Campaign	640,000
14	Graduate Student Needs-based Bursaries	500,000
15	Western Academy for Advanced Research (WAFAR)	500,000
16	<b>Faculties</b>	
17	Arts & Humanities: Limited-Term Appointment in Philosophy (\$120K), and Renewal of Limited-Term Appointments in Languages & Cultures, Gender, Sexuality & Women's Studies, and English & Writing (\$379K)	499,478
18	Education: Centre for Research & Education on Violence Against Women & Children (CREVAWC) Supplement	55,000
19	Engineering: Lab Equipment Modernization (\$187K), Undergraduate Enrolment Expansion -- Start-up and Faculty Recruitment Funding (\$725K)	912,000
20	Health Sciences: EDIDA Education & Teaching Resources (\$175K), Targetted Government Funding for Clinical Education (\$814K) and Nurse Practitioner Program (\$988K), and Western Brescia Integration Support (\$679K)	2,655,438
21	FIMS: Academic Advisor (\$40K), CEL HUB Coordinator (10K), Community Studio Coordinator (\$45K), and ED Technical Support Staffing (\$43K)	138,000
22	Law: EDID Initiatives	40,000
23	Medicine & Dentistry: Medicine Targetted Government Funding for Medical Education (\$2.0M), International Recruitment & Marketing (\$418K), Dentistry Targetted Government Funding for Dental Clinical Education (\$1.1M), Robarts Royalties & Licences Flowthrough (\$4.0M)	7,592,286
24	Music: Limited-Term Renewal (\$128K), Classroom & Studio Equipment Renewal (\$288K), Student Recruitment Initiatives (\$121K), Ensemble/Concert Series (\$19K), and Bassoon Reed-making Equipment (\$10K)	566,564
25	Science: Engineering Expansion Teaching Support (\$100K) and Western Brescia Integration Support (\$147K)	247,162
26	Social Science : Two International Student Counsellors (\$261K), International Student Financial Support (\$35K), Western Brescia Integration Support (\$294K), and Museum of Ontario Archaeology Supplement (\$50K)	640,698
27	<b>Sub-Total Faculties</b>	<b>13,346,626</b>
28	<b>Support Units</b>	
29	Western Technology Services: Enterprise Resource Planning and Financial Application Migration (\$100K)	100,000
30	Libraries: Public IT Equipment Upgrades (\$43K), Furniture and IT Equipment (\$125K)	168,000
31	Student Experience: University Contribution for Artificial Turf Fields (\$218K) and Family Practice Clinic Support (\$400K)	617,700
32	Office of Indigenous Initiatives: Wampum Learning Lodge Programming Initiatives	100,000
33	Vice-Provost (APPF): Contract Staffing (\$72K) and Training & Development Initiatives for New Faculty (\$100K)	172,000
34	Western International: International Student Orientation Initiatives	100,000
35	Campus Safety & Emergency Services: Additional Staffing, Technology Enhancements, and Equipment Renewal	173,283
36	Facilities Management: Equipment Acquisition and Renewal	402,993
37	Human Resources: General Non-Salary Support	100,000
38	Equity, Diversity & Inclusion: Black Student Leadership University Experience -- B.L.U.E. (\$100K) and Community Outreach Initiatives (\$15K)	115,000
39	Western Communications: Alumni Gazette (\$70K), and Fundraising Campaign Support Initiatives (\$150K)	220,000
40	University Secretariat: General Non-Salary Support	15,000
41	Vice-President (Research): Support for Research/Scholarship Initiatives	3,395,000
42	Vice-President (University Advancement): Fundraising Campaign Support	120,000
43	<b>Sub-Total Support Units</b>	<b>5,798,976</b>
44	<b>Total One-Time Allocations</b>	<b>90,916,608</b>

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

		2023-24 Final						2024-25 Preliminary					
		Tier 1		Tier 2		Total		Tier 1		Tier 2		Total	
		N	\$	N	\$	N	\$	N	\$	N	\$	N	\$
1	Arts & Humanities	1	170,000	1	90,000	2	260,000	2	340,000	1	90,000	3	430,000
2	Business	1	170,000	1	90,000	2	260,000	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	5	850,000	5	450,000	10	1,300,000	4	680,000	6	540,000	10	1,220,000
5	Health Sciences	3	510,000	3	270,000	6	780,000	3	510,000	3	270,000	6	780,000
6	Info & Media Studies			1	90,000	1	90,000			1	90,000	1	90,000
7	Law			1	90,000	1	90,000					0	0
8	Medicine & Dentistry	7	1,190,000	11	990,000	18	2,180,000	6	1,020,000	10	900,000	16	1,920,000
9	Music									1	90,000	1	90,000
10	Science	5	850,000	7	630,000	12	1,480,000	5	850,000	4	360,000	9	1,210,000
11	Social Science	3	510,000	2	180,000	5	690,000	2	340,000	4	360,000	6	700,000
12	Total to Faculties	26	4,420,000	35	3,150,000	61	7,570,000	24	4,080,000	34	3,060,000	58	7,140,000
13	Total CRC Funding		5,200,000		3,500,000		8,700,000		4,800,000		3,400,000		8,200,000

**Table 10**  
**2024-25 TUITION FEE PROPOSALS FOR UNDERGRADUATE PROGRAMS**

		Domestic Ontario Students			International Students		
		Actual 2023-24 Tuition	2024-25		Actual 2023-24 Tuition	2024-25	
			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%	42,233	44,767	6.0%
3	Year 2	6,050	6,050	0.0%	40,669	43,922	4.0%
4	Year 3	6,050	6,050	0.0%	39,162	42,296	4.0%
5	Year 4	6,050	6,050	0.0%	37,712	40,728	4.0%
6	Computer Science						
7	Year 1	6,503	6,990	7.5%	n/a	52,000	n/a
8	Year 2	6,050	6,990	7.5%	40,669	43,922	4.0%
9	Year 3	6,050	6,050	0.0%	39,162	42,296	4.0%
10	Year 4	6,050	6,050	0.0%	37,712	40,728	4.0%
11	Engineering						
12	Year 1	12,294	12,294	0.0%	58,287	60,618	4.0%
13	Year 2	12,294	12,294	0.0%	56,128	60,618	4.0%
14	Year 3	12,294	12,294	0.0%	54,049	58,373	4.0%
15	Year 4	12,294	12,294	0.0%	52,047	56,211	4.0%
16	M.O.S.						
17	Year 1	6,503	6,990	7.5%	54,475	56,654	4.0%
18	Year 2	6,050	6,990	7.5%	52,458	56,654	4.0%
19	Year 3	6,050	6,050	0.0%	50,515	54,556	4.0%
20	Year 4	6,050	6,050	0.0%	48,644	52,536	4.0%
21	Nursing						
22	Year 1	6,050	6,050	0.0%	54,197	56,365	4.0%
23	Year 2	6,050	6,050	0.0%	52,189	56,365	4.0%
24	Year 3	6,050	6,050	0.0%	50,257	54,277	4.0%
25	Year 4	6,050	6,050	0.0%	48,395	52,267	4.0%
26	<b>Second-Entry Programs</b>						
27	Business (HBA)						
28	Year 1	25,200	25,200	0.0%	56,700	60,050	5.9%
29	Year 2	25,200	25,200	0.0%	56,700	60,050	5.9%
30	Dentistry						
31	Year 1	35,341	35,341	0.0%	120,614	125,439	4.0%
32	Year 2	35,341	35,341	0.0%	116,147	125,439	4.0%
33	Year 3	35,341	35,341	0.0%	111,845	120,793	4.0%
34	Year 4	35,341	35,341	0.0%	107,702	116,319	4.0%
35	Education (B.Ed.)	7,271	7,271	0.0%	40,073	41,676	4.0%
36	Law						
37	Year 1	20,151	20,151	0.0%	46,465	49,253	6.0%
38	Year 2	20,151	20,151	0.0%	44,744	48,324	4.0%
39	Year 3	20,151	20,151	0.0%	43,086	46,534	4.0%
40	Medicine (M.D.)						
41	Year 1	23,986	23,986	0.0%	86,882	92,095	6.0%
42	Year 2	23,986	23,986	0.0%	n.a.	90,357	4.0%
43	Year 3	23,986	23,986	0.0%	n.a.	n.a.	n.a.
44	Year 4	23,986	23,986	0.0%	n.a.	n.a.	n.a.

<a> The proposed 2024-25 rates would be effective May 1, 2024.

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, BMedSci program, Health Sciences, Kinesiology, Music, Science (excl. Computer Science), and Social Science (excl. M.O.S.).

**Table 10a**  
**2024-25 TUITION FEE PROPOSALS FOR**  
**UNDERGRADUATE OUT-OF-PROVINCE DOMESTIC STUDENTS**

		Actual 2023-24 Tuition	2024-25	
			Proposed Tuition	<a> % Increase
1	<b>First-Entry Programs &lt;b&gt;</b>			
2	Year 1	6,669	7,002	5.0%
3	Year 2	6,669	7,002	5.0%
4	Year 3	6,669	7,002	5.0%
5	Year 4	6,669	7,002	5.0%
6	Computer Science			
7	Year 1	6,669	7,002	5.0%
8	Year 2	6,669	7,002	5.0%
9	Year 3	6,669	7,002	5.0%
10	Year 4	6,669	7,002	5.0%
11	Engineering			
12	Year 1	13,553	14,230	5.0%
13	Year 2	13,553	14,230	5.0%
14	Year 3	13,553	14,230	5.0%
15	Year 4	13,553	14,230	5.0%
16	M.O.S.			
17	Year 1	6,669	7,002	5.0%
18	Year 2	6,669	7,002	5.0%
19	Year 3	6,669	7,002	5.0%
20	Year 4	6,669	7,002	5.0%
21	Nursing			
22	Year 1	6,669	7,002	5.0%
23	Year 2	6,669	7,002	5.0%
24	Year 3	6,669	7,002	5.0%
25	Year 4	6,669	7,002	5.0%
26	<b>Second-Entry Programs</b>			
27	Business (HBA)			
28	Year 1	27,783	29,170	5.0%
29	Year 2	27,783	29,170	5.0%
30	Dentistry			
31	Year 1	38,963	40,911	5.0%
32	Year 2	38,963	40,911	5.0%
33	Year 3	38,963	40,911	5.0%
34	Year 4	38,963	40,911	5.0%
35	Education (B.Ed.)	8,015	8,415	5.0%
36	Law			
37	Year 1	22,215	23,325	5.0%
38	Year 2	22,215	23,325	5.0%
39	Year 3	22,215	23,325	5.0%
40	Medicine (M.D.)			
41	Year 1	26,444	27,766	5.0%
42	Year 2	26,444	27,766	5.0%
43	Year 3	26,444	27,766	5.0%
44	Year 4	26,444	27,766	5.0%

<a> The 2024-25 rates abide by the Provincial Government's framework for domestic out-of-province students -- and would be effective May 1, 2024.

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

**Table 11**  
**2024-25 TUITION FEE PROPOSALS FOR GRADUATE PROGRAMS**

		Domestic Students			International Students		
		Actual 2023-24 Tuition	2024-25		Actual 2023-24 Tuition	2024-25	
			Proposed Tuition	<a> % Increase		Proposed Tuition	<a> % Increase
1	<b>Masters Category 1</b>						
2	Arts & Humanities	6,360	6,360	0.0%	19,751	20,146	2.0%
3	Engineering (M.E.Sc.)	6,360	6,360	0.0%	19,751	20,146	2.0%
4	Health & Rehabilitation Sciences	6,360	6,360	0.0%	19,751	20,146	2.0%
5	Health Information Sciences	8,664	8,664	0.0%	27,873	28,430	2.0%
6	Interdisciplinary Programs <b>	6,360	6,360	0.0%	19,751	20,146	2.0%
7	Kinesiology M.A. & MSc	6,360	6,360	0.0%	19,751	20,541	4.0%
8	Law/Studies in Law	10,368	10,368	0.0%	27,830	28,387	2.0%
9	Media Studies	6,360	6,360	0.0%	19,751	20,146	2.0%
10	Medicine (Basic Medical Sciences)	6,360	6,360	0.0%	19,751	20,146	2.0%
11	Music	6,360	6,360	0.0%	19,751	20,146	2.0%
12	Nursing (M.Sc.)	7,639	7,639	0.0%	27,873	28,430	2.0%
13	Science	6,360	6,360	0.0%	19,751	20,146	2.0%
14	Social Science	6,360	6,360	0.0%	19,751	20,146	2.0%
15	<b>Masters Category 2</b>						
16	Master in Management Analytics	46,000	48,300	5.0%	73,800	77,500	5.0%
17	C.S.D./O.T./P.T. (MPT)	11,294	11,294	0.0%	37,412	38,908	4.0%
18	Foods and Nutrition (MScFN)	10,877	10,877	0.0%	37,412	38,908	4.0%
19	Dentistry (Orthodontics)	27,373	27,373	0.0%	89,261	94,617	6.0%
20	Education (MA)	10,877	10,877	0.0%	37,412	38,908	4.0%
21	Engineering (M.Eng.)	10,877	10,877	0.0%	42,737	44,446	4.0%
22	Environment & Sustainability	12,179	12,179	0.0%	37,412	38,908	4.0%
23	Financial Economics	30,549	30,549	0.0%	58,599	60,943	4.0%
24	Library & Information Science	10,877	10,877	0.0%	37,412	38,908	4.0%
25	M.M. in Journalism & Communication	13,543	13,543	0.0%	37,412	38,908	4.0%
26	M.N Nurse Practitioner	10,877	10,877	0.0%	37,412	38,908	4.0%
27	MA in Research for Policy & Evaluation	18,720	18,720	0.0%	33,746	35,096	4.0%
28	Master of Data Analytics	23,308	23,308	0.0%	55,307	57,519	4.0%
29	Master of Mgmt. of Applied Science	19,690	19,690	0.0%	55,307	57,519	4.0%
30	Medicine (Family Medicine)	14,322	14,322	0.0%	37,412	38,908	4.0%
31	Medicine (Pathology Assistant)	11,295	11,295	0.0%	37,412	38,908	4.0%
32	Medicine (Public Health)	33,388	34,055	2.0%	56,252	57,377	2.0%
33	Interdisciplinary Medical Sciences (MSc)	11,295	11,295	0.0%	37,856	39,370	4.0%
34	Advanced Health Care Practice (M.Cl.Sc.)	10,877	10,877	0.0%	37,412	38,908	4.0%
35	<b>Doctoral</b>						
36	Doctor of Musical Arts	6,360	6,360	0.0%	6,360	6,360	0.0%
37	Doctor of Education (EdD)	10,097	10,097	0.0%	37,412	38,908	4.0%
38	PhD Programs	6,360	6,360	0.0%	6,360	6,360	0.0%

<a> The proposed 2024-25 rates would be effective September 1, 2024.

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

**Table 12**  
**ENROLMENT PROJECTIONS: 2024-25 to 2028-29**  
*includes Enrolments associated with Brescia Integration into Western*

		Actual					Forecast				
		2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
1	<b>Constituent University</b>										
2	<b>Full-Time Undergraduates</b>										
3	Arts & Humanities	882	877	853	864	923	1,118	1,131	1,199	1,204	1,221
4	Business (HBA)	1,090	1,057	1,072	1,210	1,336	1,357	1,356	1,356	1,356	1,356
5	Dentistry	262	263	264	281	281	284	284	284	284	284
6	Education	697	677	697	703	783	780	668	668	668	668
7	Engineering	2,008	2,151	2,293	2,497	2,590	2,663	2,739	2,706	2,702	2,697
8	Health Sciences										
9	Foods & Nutrition						159	146	179	203	216
10	Family Studies						107	94	112	120	157
11	BHSc Program	1,251	1,339	1,424	1,437	1,546	1,632	1,639	1,694	1,647	1,639
12	Kinesiology	1,241	1,285	1,283	1,311	1,293	1,317	1,269	1,255	1,254	1,265
13	Nursing	974	989	1,028	1,180	1,326	1,330	1,403	1,464	1,381	1,299
14	Law	485	490	482	496	503	510	520	530	530	530
15	MIT (Media, Information, & Technoculture)	895	871	899	880	909	950	959	1,004	1,020	1,033
16	Medicine										
17	MD Program	683	686	688	689	698	718	735	755	756	759
18	B.Med.Sci. Program	1,036	1,161	1,252	1,305	1,199	1,041	1,118	1,256	1,314	1,406
19	Music	449	443	434	410	375	348	352	365	374	389
20	Science - B.Med.Sci.	1,457	1,731	1,905	1,546	1,500	1,638	1,675	1,734	1,828	1,857
21	Science - Computer Science						400	787	1,162	1,524	1,554
22	Science - All Other	3,869	3,804	3,904	4,416	4,763	4,588	4,002	3,533	2,969	3,013
23	Social Science - MOS	2,689	3,056	3,315	3,397	3,457	3,279	3,217	3,215	3,180	3,225
24	Social Science - All Other	3,814	3,826	4,033	4,280	4,469	4,893	4,744	4,624	4,575	4,594
25	<b>Total Full-Time Undergraduates</b>	<b>23,782</b>	<b>24,706</b>	<b>25,826</b>	<b>26,902</b>	<b>27,951</b>	<b>29,112</b>	<b>28,838</b>	<b>29,095</b>	<b>28,888</b>	<b>29,162</b>
26	Concurrent Programs	288	345	380	370	384	402	402	402	402	402
27	Medical Residents	936	940	968	999	1,023	1,025	1,025	1,025	1,025	1,025
28	<b>Full-Time Graduates</b>										
29	Masters	3,946	3,869	4,360	4,231	4,370	4,571	4,736	4,832	4,874	4,883
30	Doctoral	2,219	2,231	2,345	2,415	2,477	2,511	2,544	2,560	2,579	2,597
31	<b>Total Full-Time Graduates</b>	<b>6,165</b>	<b>6,100</b>	<b>6,705</b>	<b>6,646</b>	<b>6,847</b>	<b>7,082</b>	<b>7,280</b>	<b>7,392</b>	<b>7,453</b>	<b>7,480</b>
32	<b>Total Full-Time Enrolment</b>	<b>31,171</b>	<b>32,091</b>	<b>33,879</b>	<b>34,917</b>	<b>36,205</b>	<b>37,621</b>	<b>37,545</b>	<b>37,914</b>	<b>37,768</b>	<b>38,069</b>
33	<b>Part-Time FTEs</b>										
34	Undergraduate	1,988	2,563	2,408	2,537	2,670	2,700	2,700	2,700	2,700	2,700
35	Education (AQs)	435	447	460	416	417	450	460	460	460	460
36	Masters	110	122	128	111	96	110	110	110	110	110
37	Doctoral	32	35	29	32	30	30	30	30	30	30
38	<b>Total Part-Time FTEs</b>	<b>2,566</b>	<b>3,167</b>	<b>3,025</b>	<b>3,096</b>	<b>3,213</b>	<b>3,290</b>	<b>3,300</b>	<b>3,300</b>	<b>3,300</b>	<b>3,300</b>
39	<b>Total Constituent FTEs</b>	<b>33,737</b>	<b>35,258</b>	<b>36,904</b>	<b>38,013</b>	<b>39,418</b>	<b>40,911</b>	<b>40,845</b>	<b>41,214</b>	<b>41,068</b>	<b>41,369</b>
40	<b>Affiliated University Colleges</b>										
41	<b>Full-Time Undergraduates</b>										
42	Brescia	1,421	1,301	1,171	1,099	1,125					
43	Huron	1,266	1,431	1,525	1,560	1,729	1,999	2,216	2,387	2,497	2,540
44	King's	3,267	3,415	3,253	3,150	2,986	2,975	3,004	3,045	3,096	3,154
45	<b>Total Full-Time Undergraduates</b>	<b>5,954</b>	<b>6,147</b>	<b>5,949</b>	<b>5,809</b>	<b>5,840</b>	<b>4,974</b>	<b>5,220</b>	<b>5,432</b>	<b>5,593</b>	<b>5,694</b>
46	<b>Part-Time Undergraduate FTEs</b>										
47	Brescia	73	70	72	65	61					
48	Huron	48	57	58	50	76	55	55	55	55	55
49	King's	265	299	266	272	269	289	293	298	303	308
50	<b>Total Part-Time FTEs</b>	<b>386</b>	<b>426</b>	<b>396</b>	<b>387</b>	<b>406</b>	<b>344</b>	<b>348</b>	<b>353</b>	<b>358</b>	<b>363</b>
51	<b>Graduate FTEs</b>										
52	Brescia	40	35	31	31	32					
53	Huron	11	13	10	7	8	12	15	15	15	15
54	King's	61	60	62	65	64	64	65	65	65	65
55	<b>Total Graduate FTEs</b>	<b>112</b>	<b>108</b>	<b>103</b>	<b>103</b>	<b>104</b>	<b>76</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>
56	<b>Total Affiliate FTEs</b>	<b>6,452</b>	<b>6,681</b>	<b>6,448</b>	<b>6,299</b>	<b>6,350</b>	<b>5,394</b>	<b>5,648</b>	<b>5,865</b>	<b>6,031</b>	<b>6,137</b>
57	<b>Total FTEs - Western Complex</b>	<b>40,189</b>	<b>41,939</b>	<b>43,352</b>	<b>44,312</b>	<b>45,768</b>	<b>46,305</b>	<b>46,493</b>	<b>47,079</b>	<b>47,099</b>	<b>47,506</b>

**Table 12**  
**ENROLMENT PROJECTIONS: 2024-25 to 2028-29**  
*includes Enrolments associated with Brescia Integration into Western*

		Actual					Forecast				
		2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
	<i>Rows 59 to 97 Included above</i>										
58	<b>International Students</b>										
59	Constituent Full-Time										
60	Undergraduates	2,763	2,822	2,761	2,593	2,398	2,330	2,391	2,530	2,749	3,060
61	Medical Residents	130	130	173	189	207	185	185	185	185	185
62	Masters (excluding Ivey)	925	695	826	818	905	903	978	1,017	1,025	1,029
63	MBA (Regular), Ivey MSc	81	159	199	222	239	225	216	216	216	216
64	Executive MBA	4	1	2	1	0	0	0	0	0	0
65	Doctoral	665	686	798	875	941	903	905	908	914	918
66	Affiliates										
67	Undergraduates	1,256	1,390	1,233	1,144	1,027	980	1,068	1,163	1,264	1,324
68	Masters	2	4	4	3	3	0	0	0	0	0
69	<b>Year 1 Only</b>										
70	<b>Constituent</b>										
71	Arts & Humanities	209	221	248	202	257	285	290	295	300	305
72	Engineering	586	704	774	893	848	850	850	850	850	850
73	Health Sciences										
74	Foods & Nutrition						50	50	60	60	70
75	Family Studies						0	25	50	50	50
76	BHSc Program	385	407	421	387	477	460	440	445	450	455
77	Kinesiology	339	335	351	351	344	340	340	345	350	355
78	Nursing	144	159	142	142	176	174	210	210	210	210
79	Media, Information, & Tech	252	226	270	212	244	250	250	255	260	265
81	Music	123	117	94	88	98	100	100	105	110	115
82	Science - B.Med.Sci.	797	1,092	1,049	1,000	981	1,000	1,005	1,030	1,055	1,065
84	Science - Computer Science						400	410	420	430	435
83	Science - All Other	879	709	967	1,033	1,084	600	610	620	630	640
80	Social Science - MOS	768	1,072	1,052	1,151	1,200	1,105	1,115	1,135	1,150	1,170
85	Social Science - All Other	840	965	1,054	1,009	990	1,000	1,000	1,005	1,015	1,025
86	<b>Total Year 1 - Constituent</b>	<b>5,322</b>	<b>6,007</b>	<b>6,422</b>	<b>6,468</b>	<b>6,699</b>	<b>6,614</b>	<b>6,695</b>	<b>6,825</b>	<b>6,920</b>	<b>7,010</b>
87	<b>Affiliated University Colleges</b>										
88	Brescia	332	270	258	244	304					
89	Huron	454	489	448	417	575	710	717	734	748	748
90	King's	895	968	840	721	650	750	770	790	810	810
91	<b>Total Year 1 - Affiliates</b>	<b>1,681</b>	<b>1,727</b>	<b>1,546</b>	<b>1,382</b>	<b>1,529</b>	<b>1,460</b>	<b>1,487</b>	<b>1,524</b>	<b>1,558</b>	<b>1,558</b>
92	<b>Total Year 1 - Western Complex</b>	<b>7,003</b>	<b>7,734</b>	<b>7,968</b>	<b>7,850</b>	<b>8,228</b>	<b>8,074</b>	<b>8,182</b>	<b>8,349</b>	<b>8,478</b>	<b>8,568</b>
93	<b>Masters</b>										
94	All Programs (excluding MBAs)	3,491	3,301	3,545	3,429	3,512	3,704	3,888	3,987	4,026	4,035
95	Ivey (excl EMBA)	285	466	665	631	653	664	674	674	674	674
96	Executive MBA	170	102	150	171	205	203	174	171	174	174

For Information

97	Year 1 Constituent International Students	639	592	610	684	622	640	700	800	900	1,000
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\*\* Part-time FTEs are estimates -- and will be updated when second/January-term course registrations are finalized.

**Table 13**  
**WESTERN'S LONG-RANGE SPACE PLAN**  
 Note: within each category, the projects are not prioritized

	Project	Type
	<b>Category 1 -- Projects Underway, Soon-to-Start, or in Advanced Planning</b>	
1	<b>Weldon Library Modernization</b>	Modernization (almost complete)
2	<b>Ronald D. Schmeichel Building for Entrepreneurship and Innovation</b>	New Construction (almost complete)
3	<b>New Engineering Building</b>	New Construction
4	<b>The Bioconvergence Centre -- Interdisciplinary Research &amp; Experiential Learning Facility</b>	New Construction
5	<b>Building Addition to consolidate Faculty of Education Clinics</b>	New Construction
6	<b>Undergraduate Residence -- University Drive Location</b>	New Construction
7	<b>Graduate and Upper-Year Housing -- Platt's Lane East</b>	New Construction
8	<b>Pathogen Research Centre Facility</b>	New Construction
9	<b>Replacement of University Drive Bridge</b>	New Construction
10	<b>University-wide Campus Sustainability/Energy Conservation/Infrastructure Projects (multiple stages -- ongoing)</b>	New Construction, Modernization
11	<b>Pedestrian-friendly Campus Initiatives -- <i>Open Space Strategy</i></b>	New Construction, Adaptation
12	<b>Category 2 -- Projects in Various Planning Stages</b>	
13	<b>Additional Space for Health Sciences -- to support Enrolment Expansion</b>	New Construction
14	<b>Social Sciences Centre Realignment/Expansion</b>	Adaptation / Expansion
15	<b>Western Commons -- Common/Gathering Spaces</b>	New Construction
16	<b>Multi-Sport Field House -- with Parking Garage</b>	New Construction
17	<b>Category 3 -- For Future Consideration (requires funding plan)</b>	
18	<b>Modernization of Schulich School's Medical/Dental Facilities</b>	Modernization
19	<b>Renewal of Facilities at the Brescia Campus</b>	Modernization
20	<b>Renewal/Replacement of Chemistry Laboratory Facilities</b>	Modernization or Replacement
21	<b>Western in Downtown London</b>	Partnership / New Construction
22	<b>Ivey Spencer Hotel and Conference Centre Renewal</b>	Modernization
23	<b>New Space for the McIntosh Gallery</b>	New Construction / Adaptation
24	<b>Space Realignment in the Natural Sciences Centre</b>	Modernization / Adaptation
25	<b>New Research Initiatives/Partnerships at the Research Parks</b>	New Construction
26	<b>Multi-Level Parking Structures</b>	New Construction
27	<b>Residence Renovation Projects</b>	Modernization
28	<b>Renewal: University Community Centre, Law Building, Spencer Engineering Building, Elborn College</b>	Modernization or Replacement
29	<b>Asset Acquisitions</b>	Acquisition



## 2024-25 Capital Budget

### A. The Nature of University Capital Expenditures

The Capital Budget for 2024-25 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 from 2020-21 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 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 2024-25 total \$259.3 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 increase to \$16.0 million in 2024-25 from \$15.5 million in 2023-24. These expenditures are directed at the modification of existing space and the renewal and expansion of the utilities and infrastructure of the University.

In planning future expenditures on MMI, it is useful to consider the Current Replacement Value (CRV) of our capital assets on campus, which have risen over the last few years with the escalating cost of construction. As shown in Figure D, our buildings and infrastructure have a CRV of approximately \$4,475 million (as at February 27, 2024). Brescia University College, which will integrate with Western on May 1, 2024, has been included separately in the table for information purposes only.

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

	<b>Western University</b>	CRV (\$M)	Square Metres	Major Buildings
1	Major Non-Residential Buildings	2,794	567,040	74
2	Utilities and Infrastructure	229		
3	Subtotal, Eligible for MMI	3,024	567,040	74
4	Housing	1,102	266,299	14
5	Other Ancillary Buildings	350	71,983	11
6	Total	4,475	905,332	99

	<b>Brescia University College</b>	CRV (\$M)	Square Metres	Major Buildings
7	Major Non-Residential Buildings	100	17,852	5
8	Utilities and Infrastructure	18		
9	Subtotal, Eligible for MMI	118	17,852	5
10	Housing	61	12,223	1
11	Total	179	30,075	6

As at February 27, 2024, the University had approximately 567,000 gross square metres spread amongst 74 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 eleven major undergraduate residences, three 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.

The 2024-25 capital budget expenditures for categories 1 to 9 include Western's existing buildings and infrastructure planning. Once Brescia's capital is integrated with Western, the capital budget will incorporate those capital expenditures after appropriate planning processes have occurred. Outside of regular maintenance and commitments made in the Memorandum of Agreement (section 6.2) between Brescia and Western, there is no new construction or major building renovations anticipated for Brescia's campus in 2024-25. In Table 14, the 2024-25 budgeted replacement values (line E), number of major buildings (line L) and total gross square meters (line M) are inclusive of Brescia's information from Figure D noted above.

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 57% of the 567,000 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, electrical, water, and sewer distribution systems, and sustainability and energy conservation initiatives such as deep energy retrofits. 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. Open Space Strategy projects, such as the recent update to UC Hill, may also be included in this category. 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 \$13.3 million in 2024-25, 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 Development Strategy (formerly the 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 of 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 2022-23, line B shows a net source of \$23.6 million, the difference between funding of \$117.5 million and expenditures of \$93.9 million. The accumulated capital reserve in line C increases by this same amount of \$23.6 million. In years where the expenditure exceeds sources of funding, the reserve is drawn upon as planned, as is forecasted in the 2024-25 budget for (\$118.3 million).

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 2022-23, MMI expenditures were \$42.7 million, while the

estimated replacement value of non-residential buildings, utilities, and infrastructure was \$2,414 million. The ratio of the two is 1.8%, 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 increased in 2024-25 to \$16.0 million, after having been maintained at \$15.5 million since 2017-18. This consistent level of funding commitment 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 2022-23, the transfer was \$15.5 million, and expenditures were \$42.7 million, so the ratio is 36.3%. 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, 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. 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 several years.

The value of line J in 2022-23 is \$24.9 million, or 1.0% (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 renovates aging buildings, there will be years that deferred maintenance will decline as a result.

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, major building renovations as well as utilities and infrastructure projects. With new building construction on campus continuing, Western is utilizing scarce developable land in the core campus. The Campus Development Strategy 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 additional parking structures at the periphery of campus – including siting, a funding plan, and the required parking fee rates to finance these structures. Campus sustainability, energy conservation, and infrastructure projects are also included on Table 15 and will play a prominent role in Western's pursuit of net-zero carbon emissions from campus operations by 2050, or sooner. Often, these projects are comprised of multiple projects completed over several years.

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The approved integration of Brescia University College with Western on May 1, 2024, will increase the land holdings of the university; however, these lands have not been included in the Campus Development Strategy, which will require further consideration in a future update to the strategy.

## **B. Sources of Funding and Capital Expenditures in 2024-25**

Table 16 displays sources of funding for budgeted capital expenditures with estimates of comparative data for 2023-24, divided into five major categories: federal, provincial, and municipal government grants; funds transferred from Western's Operating Budget; one-time funds from Internally Restricted Net Assets; borrowing; and other sources.

The University must carefully balance its available resources for use in capital expenditures. For example, projects financed by debt require an ultimate funding source, and one-time funding from Internally Restricted Net Assets, such as allocations from the Major Strategic Opportunities Fund, must be used strategically since they can be exhausted.

Table 17 shows expenditures in categories 1 and 2 for 2023-24 (estimates as of March 18, 2024) and 2024-25 (current proposals).

In alignment with the priorities in our Strategic Plan, Western is continuing our capital plan in support of "growth and impact". We closely monitor construction market conditions and have been adjusting our capital plan and related timing of projects accordingly.

**Table 14**  
**CAPITAL BUDGET SUMMARY, 2020-21 TO 2024-25**  
**(\$000)**

Category	Purpose	Actual 2020-21	Actual 2021-22	Actual 2022-23	Projected 2023-24	Budget 2024-25
	<b>New Construction</b>					
1	New Construction (Table 17, line 13)	13,284	31,367	35,439	31,498	154,628
	<b>Maintenance, Modernization, and Infrastructure (MMI)</b>					
2	Major Building Renovations (Table 17, line 22)	22,063	27,539	11,321	3,919	20,043
3	Utilities and Infrastructure Projects	4,679	7,513	6,673	12,708	29,464
4	Modernization of Instructional and Research Facilities	5,303	8,925	10,682	14,380	8,626
5	General Maintenance and Modernization Projects	5,764	7,871	14,076	13,019	28,056
	Sub-Total MMI	37,809	51,848	42,751	44,026	86,189
	<b>Other</b>					
6	Housing Renovations	6,914	6,682	6,514	4,452	13,325
7	Ancillary Projects	1,874	2,859	2,261	1,830	4,148
8	Carrying Costs and Debt Repayments	1,026	963	904	823	800
9	Other Capital Expenditures	5,196	12,543	6,072	4,721	232
	Sub-Total Other	15,010	23,047	15,751	11,826	18,505
10	<b>Total Expenditures</b>	<b>66,103</b>	<b>106,262</b>	<b>93,941</b>	<b>87,350</b>	<b>259,322</b>

Line		Actual 2020-21	Actual 2021-22	Actual 2022-23	Projected 2023-24	Budget 2024-25
	<b>Sources of Funding, Reserves, and Debt</b>					
A	Total Sources of Funding, Including Debt (Table 16)	164,258	136,617	117,561	107,639	140,950
B	Sources of Funding less Expenditures	98,155	30,355	23,620	20,289	-118,372
C	Capital Reserve, Year End (Table 18)	153,712	184,067	207,687	227,976	109,604
D	Capital Debt Outstanding, Year End (Table 18)	345,936	328,661	320,623	312,257	303,709
E	Replacement Value of Non-Residential Buildings, Utilities & Infrastructure, \$M	2,062	2,162	2,414	3,024	3,342
F	MMI Expenditures/Replacement Value	1.8%	2.4%	1.8%	1.5%	2.6%
G	Annual MMI transfer from Operating to Capital Budget	15,500	15,500	15,500	15,500	16,000
H	MMI transfer/MMI Expenditures	41.0%	29.9%	36.3%	35.2%	18.6%
J	Estimate of Maintenance Expenditure	23,438	31,590	24,940	24,557	54,584
K	Maintenance Expenditure/Replacement Value	1.1%	1.5%	1.0%	0.8%	1.6%
L	Number of Major Buildings	97	98	99	99	106
M	Total Gross Square Meters (000's)	894	903	905	905	946

Category 8 does not include carrying costs and loan repayments for Residences and Apartments, Research Park and the Ivey Business School 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>Projects Underway, Soon-to-Start, or in Advanced Planning</b>			
2	Weldon Library Modernization	2	Sept 19	tbd
3	Ronald D. Schmeichel Building for Entrepreneurship and Innovation	1	Jun 19	Sep 24
4	New Engineering Building	1	tbd	tbd
5	The Bioconvergence Centre -- Interdisciplinary Research & Experiential Learning Facility	1	tbd	tbd
6	Building Addition to consolidate Faculty of Education Clinics	1	tbd	tbd
7	Undergraduate Residence -- University Drive Location	1	tbd	tbd
8	Graduate and Upper-Year Housing -- Platt's Lane East	1	tbd	tbd
9	Pathogen Research Centre Facility	1	tbd	tbd
10	Replacement of University Drive Bridge	1	tbd	tbd
11	University-wide Campus Sustainability/Energy Conservation/Infrastructure Projects (multiple stages -- ongoing)	1,3&5	Ongoing	
12	Pedestrian-friendly Campus Initiatives -- <i>Open Space Strategy</i>	1&5	Ongoing	
13	<b>Projects in Various Planning Stages</b>			
14	Additional Space for Health Sciences -- to support Enrolment Expansion	1	tbd	tbd
15	Social Sciences Centre Realignment/Expansion	1&2	tbd	tbd
16	Western Commons - Common/Gathering Spaces	1	tbd	tbd
17	Multi-Sport Field House -- with Parking Garage	1	tbd	tbd
18	<b>Projects for Future Consideration (requires funding plan)</b>			
19	Modernization of Schulich School's Medical/Dental Facilities	2	tbd	tbd
20	Renewal of Facilities at the Brescia Campus	2	tbd	tbd
21	Renewal/Replacement of Chemistry Laboratory Facilities	2	tbd	tbd
22	Western in Downtown London	1&2	tbd	tbd
23	Ivey Spencer Hotel and Conference Centre Renewal	2	tbd	tbd
24	New Space for the McIntosh Gallery	1&2	tbd	tbd
25	Space Realignment in the Natural Sciences Centre	2	tbd	tbd
26	New Research Initiatives/Partnerships at the Research Parks	1	tbd	tbd
27	Multi-Level Parking Structures	1	tbd	tbd
28	Residence Renovation Projects	6	tbd	tbd
29	Renewal: University Community Centre, Law Building, Spencer Engineering Building, Elborn College	2	tbd	tbd
30	Asset Acquisitions	9	tbd	tbd

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

		<b>Projected 2023-24</b>	<b>Budget 2024-25</b>
1	<b>Government Grants</b>		
2	MCU Annual Capital Grant (Facilities Renewal Program)	6,719	6,608
3	Ministry of Environment and Climate Change Canada (Decarbonization Incentive Program)	0	3,120
4	Department of Natural Resources Canada (Zero Emission Vehicle Infrastructure Program)	340	110
5	MCU Capital Grant (Training Equipment and Renewal Fund)	175	0
6	<b>Sub-Total</b>	<b>7,234</b>	<b>9,838</b>
7	<b>Operating Budget</b>		
8	Operating Budget MMI Transfer - Base	15,500	16,000
9	Operating Budget MMI Transfer - Base (Ancillaries)	600	600
10	Operating Budget - FRSF Transfer	3,000	3,000
11	Operating Budget - CRC Transfer	904	848
12	Operating Budget - New Engineering Building	5,663	5,772
13	Operating Budget - Building Addition to consolidate Faculty of Education Clinics	4,500	0
14	Operating Budget - Classroom Modernization	250	0
15	<b>Sub-Total</b>	<b>30,417</b>	<b>26,220</b>
16	<b>Major Strategic Opportunities Funding (MSOF) and Undistributed Investment Returns</b>	<b>44,903</b>	<b>9,085</b>
17	<b>Borrowing</b>		
18	Expansion of Residence Capacity	2,200	62,755
19	<b>Sub-Total</b>	<b>2,200</b>	<b>62,755</b>
20	<b>Other</b>		
21	Student Contribution - Western Student Recreation Centre	1,387	1,429
22	Student Contribution - New Engineering Building	200	200
23	Energy Conservation Incentives (Rebates)	422	300
24	Sports & Recreation Services - Student Contribution for Artificial Turf Playing Fields	187	189
25	Unit Contributions	14,417	13,461
26	Projects Funded by Housing	4,452	13,325
27	Projects Funded by Ancillaries	1,820	4,148
28	<b>Sub-Total</b>	<b>22,885</b>	<b>33,052</b>
29	<b>Total Sources of Funding (In-Year)</b>	<b>107,639</b>	<b>140,950</b>



**Table 17**  
**CAPITAL EXPENDITURES FOR NEW CONSTRUCTION AND MAJOR BUILDING RENOVATIONS**  
**2023-24 and 2024-25**  
**(\$000)**

		<b>Projected 2023-24</b>	<b>Budget 2024-25</b>
1	<b>Category 1: New Construction</b>		
2	Undergraduate Residence - University Drive Location	1,600	37,429
3	New Engineering Building	639	28,990
4	Graduate and Upper-Year Housing - Platt's Lane East	600	25,267
5	Western Commons - Common/Gathering Spaces	532	22,500
6	Ronald D. Schmeichel Building for Entrepreneurship and Innovation	24,400	17,750
7	Pathogen Research Centre Facility	480	8,530
8	The Bioconvergence Centre - Interdisciplinary Research & Experiential Learning Facility	400	7,800
9	Building Addition to consolidate Faculty of Education Clinics	1,225	3,500
10	Additional Space for Health Sciences - to support Enrolment Expansion	22	1,600
11	Biomedical Research Facility - Phase 1 of Medical School Project	1,500	1,162
12	Multi-Sport Field House -- with Parking Garage	100	100
13	<b>Total, Category 1</b>	<b>31,498</b>	<b>154,628</b>
14	<b>Category 2: Major Building Renovations</b>		
15	Weldon Library Modernization	1,699	10,860
16	Elborn College, Faculty of Health Sciences Expansion of Physical & Occupational Therapy	466	3,500
17	Donald K. Johnson Leadership Centre - First Canadian Place Leasehold Improvements	100	2,920
18	Social Sciences Centre Realignment/Expansion	100	1,942
19	Fanshawe Boathouse/Rowing Centre Renewal	50	521
20	Biotron Growth Chambers Renewal	1,359	200
21	Wampum Learning Lodge	145	100
22	<b>Total, Category 2</b>	<b>3,919</b>	<b>20,043</b>

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

		Actual 2020-21	Actual 2021-22	Actual 2022-23	Projected 2023-24	Budget 2024-25
1	<b>A. Capital Reserves</b>					
2	General Capital Fund	39,633	47,218	56,427	51,350	21,652
3	Designated Capital Fund	114,079	136,849	151,260	176,626	87,952
4	<b>Total Capital Reserves</b>	<b>153,712</b>	<b>184,067</b>	<b>207,687</b>	<b>227,976</b>	<b>109,604</b>

		Actual 2020-21	Actual 2021-22	Actual 2022-23	Projected 2023-24	Budget 2024-25
5	<b>B. Capital Debt</b>					
6	New Construction, Major Renovations & Other	0	0	0	0	0
7	Housing	59,779	50,561	41,061	33,457	86,109
8	Research Park	24,294	12,300	11,662	10,800	10,100
9	Unused and Invested Debenture Proceeds	261,863	265,800	267,900	268,000	207,500
10	<b>Total Capital Debt</b>	<b>345,936</b>	<b>328,661</b>	<b>320,623</b>	<b>312,257</b>	<b>303,709</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 \$1.2 billion for the single year of 2024-25. That spending will take place, however, in a long-term context which must be understood when 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.

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. While the use of debt as a financing strategy is important in our planning, this financing requires an ultimate funding source. Careful consideration of the optimal capitalization levels is also required, balancing the ongoing debt burden and service costs with the University’s long-term financial sustainability.

The University has Capital Debt, acquired 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 residence and other capital projects. The University’s debentures necessitate an annual credit rating review. Standard & Poor’s completed its annual review in February 2024 and the credit rating was re-affirmed at AA although Western’s outlook was upgraded from Stable to Positive.

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 (\$)	Revenues Available for Repayment (\$M)	Debt / Revenues Available for repayment (%)
2020	33,737	353.9	10,490	1,022.5	34.6%
2021	35,258	345.9	9,810	1,152.7	30.0%
2022	36,904	328.7	8,907	1,110.8	29.6%
2023	38,013	320.6	8,434	1,200.8	26.7%
2024p	39,418	312.2	7,920	1,224.8	25.5%

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 ends.

The obligation for these employee future benefits is 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, 2023, the University's accrued benefit liability relating to the employee future benefit plans was \$420.7 million (2022 - \$478.6 million). The annual expense for non-pension employee future benefits in 2023 was \$23.3 million (2022 - \$27.6 million).

A recent review of major research universities identified only four institutions with significant post-employment benefit obligations greater than \$100 million, ranging from \$124 million to \$803 million and an unweighted average of \$373 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
2019	546.5	23.4	1,170	2.0%
2020	561.8	21.9	1,182	1.9%
2021	565.3	30.1	1,137	2.6%
2022	478.6	27.6	1,212	2.3%
2023	420.7	23.3	1,323	1.8%

**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. The University uses a capital-asset management system common to the sector 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. Cost forecasts also include soft costs and automatic renewal requirements to maintain assets.

The University, in coordination with all other Ontario universities, is undertaking a campus wide review of its facilities data, to further improve upon our facilities condition 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 data review continues, the estimates of deferred maintenance may fluctuate from year to year.

As at February 27, 2024, the Facilities Management Division estimates that deferred maintenance at Western is \$326 million for non-residential buildings and \$77 million for residences. Approximately 64% 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 (DM/CRV) of the facilities. The calculation as at February 27, 2024, is outlined in Figure G as follows:

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

		Non-Residential Buildings	Combined Residences
1	Current Replacement Value (CRV)	\$3,024 million	\$1,102 million
2	Deferred Maintenance (DM)	\$326 million	\$77 million
3	DM/CRV	10.8%	7.0%

The average age of buildings for universities in the Province of Ontario was 56 years as of March 2024. Western’s average age is 43.2 years and 55% 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 10.8% (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 \$3,024 million, spending on major maintenance for campus buildings at 2.0% should be in the range of \$60 million annually, an estimate that has risen significantly over the past number of years as construction costs have risen.

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 2020-21 to 2024-25**

		Actual 2020-21	Actual 2021-22	Actual 2022-23	Projected 2023-24	Budget 2024-25
1	MMI (\$M)	15.5	15.5	15.5	15.5	16.0
2	CRV (\$M)	2,062	2,162	2,414	3,024	3,342
3	Ratio	0.75%	0.72%	0.64%	0.51%	0.48%

Thus, the MMI transfer from the Operating to the Capital Budget is nearly a quarter 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 of this estimate to current replacement value was about 2.0% was 2010-11. A projected ratio of 1.6% for 2024-25 will be higher than in recent years, but below the 2.0% target. Additional funding, from provincial and federal sources, continues to be required to catch up and maintain the 2.0% target over the long-term. Achieving the 2.0% target over time is required to sustain the condition of Western's facilities.