



## *2025-26 Operating and Capital Budgets*

*March 31, 2025*



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**ACRONYMS used in University Budget Document**

1	Acronym	Description
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	BRIF	Biosciences Research Infrastructure Fund
8	CFI	Canada Foundation for Innovation
9	CRCs	Canada Research Chairs
10	CRV	Current Replacement Value (of Buildings)
11	CSD	Communication Sciences and Disorders Program
12	DM	Deferred Maintenance
13	Ed.D.	Doctor of Education Degree
14	EDI	Equity, Diversity, and Inclusion
15	EDID	Equity, Diversity, Inclusion, and Decolonization
16	EFB	Employee Future Benefits
17	EMBA	Executive Master of Business Administration Degree/Program
18	FIMS	Faculty of Information & Media Studies
19	FRSF	Federal Research Support Fund
20	FTE	Full-Time Equivalent
21	HBA	Honours Business Administration Degree/Program
22	HR	Human Resources
23	IBA	Inflationary Budget Adjustment
24	ITIF	Information Technology Infrastructure Fund
25	LRSP	Long-Range Space Plan
26	M.Cl.Sc.	Masters in Clinical Sciences Degree
27	MA	Master of Arts Degree
28	MBA	Master of Business Administration Degree/Program
29	MD	Doctor of Medicine Degree/Program
30	MEng	Master of Engineering Degree/Program
31	MESc	Master of Engineering Science Degree
32	MMI	Maintenance, Modernization, and Infrastructure
33	MN	Master of Nursing Degree
34	MOS	Management & Organizational Studies Program
35	MPT	Masters in Physical Therapy Degree
36	MSc	Master of Science Degree
37	MSOF	Major Strategic Opportunities Fund
38	OT	Occupational Therapy (School/Program)
39	PAL	Provincial Attestation Letter (in support of international student study permits)
40	Ph.D.	Doctor of Philosophy Degree
41	PT	Physical Therapy (School/Program)
42	QA	Quality Assurance
43	RISF	Research Infrastructure Support Fund
44	SDRI	Siebens-Drake Research Institute
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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## 2025-26 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 educational 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
- Fundraising
- 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 final 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, we are on target to be very close to the net position initially projected for 2024-25. The Operating Reserve at the end of the current year is projected to be \$50.7 million – compared to the budgeted figure of \$51.5 million.

Looking ahead to 2025-26, 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 2024-25. Government has confirmed that domestic tuition rates for Ontario students will remain frozen for 2025-26 and 2026-27 – making it a total of 8 years of no change to domestic tuition rates.
- A year ago, the Federal Government introduced a policy/approach to limit study permits for undergraduate international students who would come to Canada from outside the country. That policy has now been updated to include all undergraduate students (both coming from outside the country and from within Canada) as well as all international graduate students. Our enrolment

planning includes our best assessment of the impact of the Federal Government's policy. We are projecting reductions in both undergraduate and graduate international enrolments – which will result in a decline in tuition revenue in 2025-26.

- Enrolments are the primary driver of operating revenues. For budgetary purposes, our first-year class for 2025-26 is expected to be about 6,500 students (which includes about 580 international students). The graduate enrolment plan is the aggregate of the plans developed by the Faculties – which is a reduction of about 130 students largely due to lower international enrolments resulting from the Federal Government policy. Total full-time enrolment (undergraduate and graduate) is projected to decrease by about 620 – of which 560 is on the international component.
- In late February 2024, the Provincial Government announced time-limited funding investment in Ontario's Universities – spanning the period 2023-24 through 2026-27. Western's estimated allocation for 2025-26 of \$14.2 million (an increase of \$5.8 million over 2024-25) has been incorporated into our operating revenue projections.

In summary, over 85% of our Operating Revenues derive from enrolment-related revenues. As a result of external factors – i.e. frozen base operating grants, frozen domestic tuition, and international enrolment declines – our revenues in the near term are projected to decline. Therefore, we will need to be disciplined and prioritize our expenditures in support of our highest priorities – in alignment with our Strategic Plan.

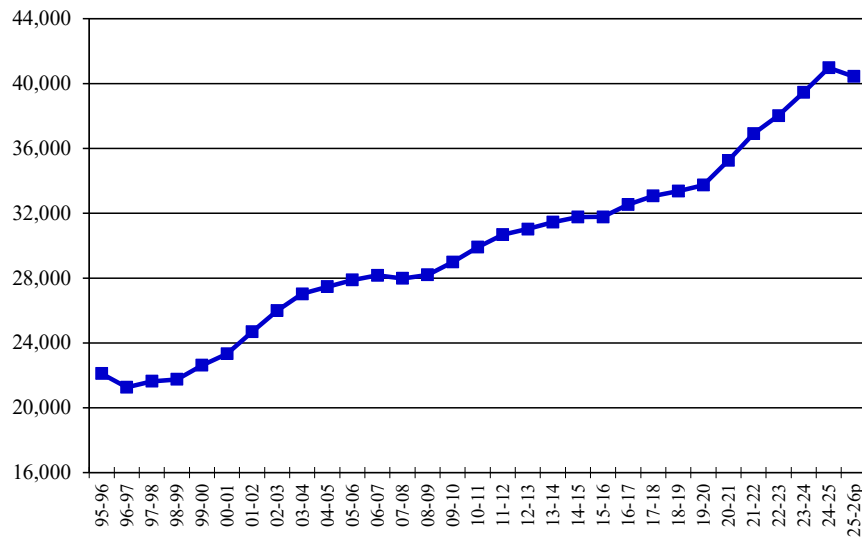
At Western, our integrated approach to planning serves us well. We continue to focus our budget planning on our strategic priorities. Our approach to enrolment planning allows us to make significant enhancements to the quality of education and the educational experience we offer our students:

- Recruitment of outstanding undergraduate students is a high priority. The average entering grade of our incoming class in the fall of 2023 was 90.9%, 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. Nearly 85% of Western's 2018-19 entering cohort graduated within 6 years – again, well above our peer institutions across Canada.
- We are continuing to invest in our recruitment efforts to grow international undergraduate enrolments while also diversifying home country and program destination. At present, about 7.5% of our undergraduate enrolment is international. Our Strategic Plan aspires to reach 20% international undergraduate students. Our strategies to increase international enrolments include: increased direct in-country recruitment activities, expansion of agents, on-line recruitment initiatives, expansion of recruitment awards, and housing guarantees. Even with these initiatives, our undergraduate international enrolments (which peaked in 2020-21) have been on a declining trend – due to the impacts of COVID-19, increased global competition, changing political landscapes around the world, and the recent introduction of study permit limits by the federal government. We need to continue our efforts and also explore new strategies/opportunities.
- Expansion of graduate enrolments in areas of demand and capacity continues to be a strategic priority at Western. In the current year, full-time graduate students comprise about 19% of total full-time enrolment.

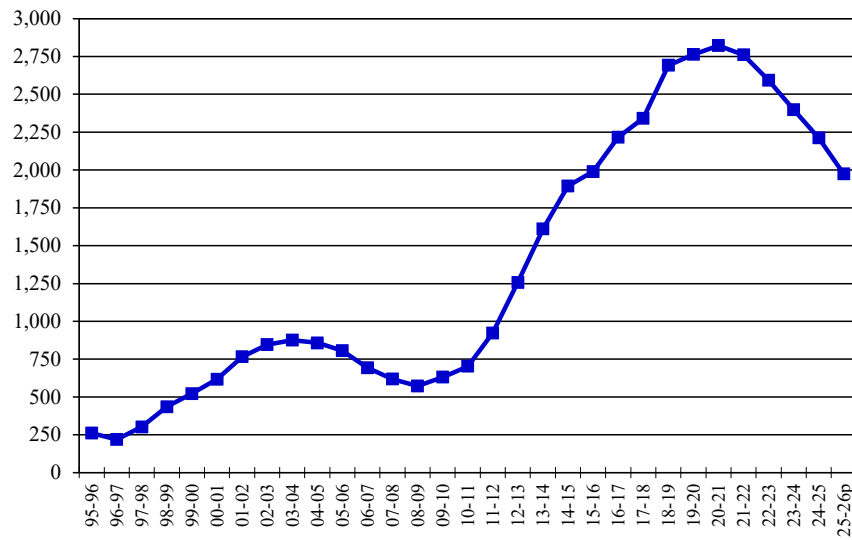
We remain committed to building on the substantive gains we have made in the areas of student quality, educational quality, and student experience. Going forward, we will continue to manage our resources and target them towards the priorities identified in our Strategic Plan.



*Figure A*  
Total FTE Enrolment at Western



*Figure B*  
Full-Time Undergraduate International Enrolment at Western



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

The following initiatives were included in the 2024-25 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 2024-25 – 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: \$1.2 million base funding to support faculty and staff positions, \$725,000 one-time for faculty start-up funding, and \$5.8 million to support the construction of a new building.

Science: \$246,000 base funding and \$100,000 one-time for faculty start-up funding.

- The Brescia-Western Integration contributed to enrolment growth at Western – and was supported by base and one-time allocations to the Faculties and Support Units to cover the compensation costs of faculty and staff joining Western as well as funding to support scholarship commitments to former Brescia students and employee voluntary separation costs. A total of 670 students from Brescia joined Western, along with 35 faculty members and 60 staff members.
- In support of the recruitment of international undergraduate students – in the context of student permit caps and increased global competition – a sum of \$6 million was committed to international student recruitment awards.

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

- Last year's budget included several initiatives aimed at faculty and staff renewal and expansion:
  - Various central base allocations – including the Academic Priorities Fund (APF) and Support Units Priorities Fund (SUPF) – to support faculty and staff positions; and
  - Funding to support the addition of former Brescia faculty and staff to our Faculties and Support Units – which resulted in the integration of 35 faculty and 56 staff positions into the University.

The combined impact of the above allocations/initiatives is that full-time faculty complement increased by 52 and full-time staff complement decreased by 23 in 2024-25 (as of February 28, 2025) over 2023-24. Since 2019-20, full-time faculty complement has increased by 176 and full-time staff complement has increased by 274.

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

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 2024-25 Budget included the following one-time allocations:

- \$9 million to support a new building to provide incremental space for enrolment expansion in the Faculty of Health Sciences;
- \$5.8 million from the multi-year Engineering expansion revenues to support the new Engineering Building, currently under construction; and
- \$2.1 million for technology-related modernization of general university instructional spaces.

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

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

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

- \$13.5 million one-time to support our Interdisciplinary Initiatives -- \$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;
- \$1 million one-time to establish and support Core Research Facilities;
- \$1.6 million one-time to support the continuation of the Post-Doctoral Fellowship Program;
- \$500,000 one-time for the Western Academy for Advanced Research (WAFAR); and
- \$3.4 million one-time to the Vice-President (Research) to support university-wide research initiatives.

### **Enhancing the Learning Experience**

The 2024-25 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 272 student internships working under the supervision of 261 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**

The commitment in the Strategic Plan to invest in state-of-the-art I.T. infrastructure was supported through a \$10 million one-time allocation to renew I.T. infrastructure across campus.

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

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

- Base and one-time funding to the Office of Indigenous Initiatives in support of additional staffing and programming initiatives (\$124,000 base and \$100,000 one-time funding)

- Funding to support the Black Student Leadership University Experience Program (B.L.U.E.) and programming initiatives through the Office of Equity, Diversity, and Inclusion (\$115,000 one-time funding); and
- A sum of \$455,000 in base funding to continue the expansion of scholarships aimed at recruiting Black Students and Indigenous Students.

In recognition of the financial pressures faced by our graduate students, the Graduate Student Needs-based and Emergency Fund continued in 2024-25 – with a \$500,000 one-time allocation.

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

The commitments under this theme were directly supported in the 2024-25 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 Bioconvergence Centre, a new facility to consolidate the Faculty of Education's Child and Youth Development Clinics, a new residence, and the Pathogen Research Centre Facility. The Schmeichel Building opening last fall and the rest of the 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 \$29.5 million in our capital budget) are continuing.
- A sum of \$2 million one-time was committed to strengthen and expand the Commercial Aviation Management stream of the DAN Management & Organizational Program – which includes future partnerships aimed at responding to industry needs and labour shortages in the Aviation industry. The first step, aimed at a flight training partnership for the CAM Aviation stream, is under negotiation.

## C. Priorities for the 2025-26 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 2025-26 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 – \$610,000 in base funding (Table 4, line 4, column d), 575,000 in one-time funding (Table 8, line 15), and \$3.4 million one-time for a new building (Table 8, line 4); and Science – \$50,000 in base funding (included in Table 4. Line 10, column d) and \$75,000 in one-time funding (Table 8, line 21).
  - The Provincial Government is supporting the expansion of Nursing enrolments through the allocation of recurring one-time funding – and a sum of \$2 million in one-time funding flows to the Faculty of Health Sciences (Table 8, line 16).
2. Recruitment of undergraduate international students continues to be 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 \$6.2 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:

3. The Endowed Chairs Matching Program, whereby private donations to support faculty positions through the creation of endowed chairs are matched by the University, was introduced in 2010-11. To-date, a total of \$113.5 million has been allocated for matching purposes. Of this, \$98.8 million has already been spent as matching funds for a total 59 chairs, leaving \$14.7 million unspent. The Vice-President (Advancement) is currently in discussions regarding 3 to 4 additional chairs in the current year which will require up to \$6.5 million in matching funds and the plan is to secure 5 to 10 chairs annually. It is expected that this matching program will be a central component of our next fundraising campaign, and further incremental matching funds will be required. Therefore, it is recommended that \$30 million in one-time funding (Table 8, line 1) be allocated to support the Endowed Chairs Matching Program
4. As a result of the allocations to support enrolment growth in Engineering, Health Sciences, and the Ivey Business School, these Faculties are planning for incremental faculty and staff positions in 2025-26. The plans for all eleven Faculties (in total) have proposed increases of 34 faculty positions

and 22 staff positions in 2025-26. The Provost is currently in the process of reviewing the plans and will respond to the Faculties in early April. The Support Units submitted their plans in the last week of March – and are currently under review.

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

5. 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:
  - \$3.4 million from the multi-year Engineering enrolment expansion revenues to support the new Engineering Building (Table 8, line 4); and
  - \$2.2 million to support modernization of general university instructional spaces (Table 8, line 6).

### **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:
  - \$1.6 million one-time to support the continuation of the Post-Doctoral Fellowship Program (Table 8, line 8);
  - \$500,000 one-time to support our research institutes (Table 8, line 11); 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 43).

### **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 7). In 2025-26, the program is expected to support 280 student internships – and will include an education and training component as part of the overall experiential research opportunity for our students.

### **Build Institutional Capacity through Expanded Fundraising**

8. In support of preparing for our next fundraising campaign through marketing initiatives and staffing for the campaign, this budget recommends the allocation of \$5 million one-time to the fundraising campaign (Table 8, line 3) and \$1.26 million onetime for Campaign-related marketing initiatives (Table 8, line 9). In addition, unit-specific allocations to the Vice-President (Advancement Portfolio) and Western Communications also support the fundraising priorities (see Table 6, lines 30 and 34 and Table 8, lines 41 and 44).

## **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:
  - \$200,000 in one-time funding to the Office of Indigenous Initiatives to support programming initiatives (Table 8, line 29);

- A sum of \$30,000 in base funding (Table 6, line 36) and \$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 40); and
10. As committed two years ago, in recognition of the financial pressures facing our graduate students, the Graduate Student Needs-based and Emergency Fund will continue in 2025-26 – and a one-time allocation of \$500,000 is recommended (Table 8, line 10). 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: a new Engineering Building, an undergraduate student residence, renovations to create the Donald K. Johnson Leadership Centre (for the Ivey School) in Toronto, the Bioconvergence Centre, the Pathogen Research Centre Facility, renewal of facilities at the West Campus (formerly Brescia), new facilities to support enrolment growth in the Faculty of Health Sciences, realignment and expansion of space in the Social Science Centre to create study spaces and gathering spaces, and a multi-sport field house with a parking garage.

Table 13 (Long Range Space Plan) summarizes Western's current capital priorities – in support of growth as well as our research aspirations. The list of projects is reviewed annually to confirm that the projects align with current needs and is updated to reflect the evolving external environment and its impact on our needs. Therefore, projects may move between the three categories presented in the Table. In the current version of our Long Range Space Plan, two projects have been moved to category 3 (which signals a delay/pause) – Western Commons and the Graduate/Upper-Year Student Residence. This delay/pause is due to changes in Government policies that impact enrolment growth and the softening of the external student rental market. We will get these projects into a shovel-ready state which will allow us to proceed if and when we need to forward.

- 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 \$31 million in 2025-26 (Table 14, line 3).
- As committed in our Strategic Plan, the University had secured a lease arrangement for space in downtown Toronto. Planned use of the facilities include professional continuing education offerings and space to support recruitment and advancement/fundraising events.

## D. Three-Year Operating Budget Forecast

We seek approval of the 2025-26 Budget as outlined in this document. The recommendations in this document have been guided by projections of operating revenues and expenditures for the final year of the 3-year planning period.

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

### Revenues

- Provincial government on-going grant funding remains constant during the final year of the 3-year planning period, consistent with the current corridor funding system and the planned move to performance-based funding. This is reflected in lines 3 and 4 of Table 1.
- As noted earlier, the Province announced a time-limited Sustainability Grant which will flow \$8.4 million in 2024-25 and \$14.2 million 2025-26 to Western – as shown in line 6 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 per provincial policy, 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 2025-26, 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%.

Two years ago, the Province approved increases to undergraduate Management & Organizational Studies (MOS) and Computer Science domestic tuition rates by 7.5% per year until the tuition levels reach the average of similar programs at other Ontario universities. The proposed budget includes these increases.

International tuition rates are de-regulated and we propose increases in the range of 3% for most undergraduate and graduate programs.

Our proposed rates for 2025-26 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 about 6,500 students – including 580 international students.

Our Strategic Plan calls for enrolment growth – at all levels of study and in areas of demand and capacity. As shown in Table 12 (line 33), since 2020-21, our full-time enrolment has grown by nearly 5,800 students (over 18%). The projections for the next 5 years (starting in 2025-26) call for attenuation in the growth as a result of external factors such as government policies on grant



funding and domestic tuition rates as well as limits on internal student study permits. When the external environment supports enrolment growth, our intention is to return to the growth trajectory of the past 5 years.

### **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. We will review this approach as part of the next planning cycle.*
- Enrolment-related revenue sharing with the Faculties, which transfers nearly 50% of incremental enrolment-related revenue to the Faculty budgets, continues in 2025-26.
- 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 33 of Table 1, the Operating Reserve is projected to be \$51.7 million at the end of the current year (i.e. 2024-25). The reserve is projected to be 44 million at the end of the 3-year planning period (2025-26) – above the Board-mandated minimum level of \$10 million.

The final 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**  
**2025-26 BUDGET PLAN**

		2021-22a	2022-23a	2023-24a	2024-25e	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	21.8	15.5	16.0
6	Provincial: Time-Limited Grants			9.9	8.4	14.2
7	Federal: Research Support Fund (FRSF)	11.7	11.3	11.7	11.4	11.4
8	<b>Total</b>	<b>299.9</b>	<b>299.6</b>	<b>314.7</b>	<b>315.0</b>	<b>321.3</b>
9	<b>Tuition Revenue</b>	<b>446.4</b>	<b>465.6</b>	<b>482.2</b>	<b>501.5</b>	<b>489.8</b>
10	<b>All Other Revenues</b>					
11	Canada Research Chairs (CRCs)	8.7	8.5	8.7	8.5	7.9
12	Recoverable Salaries	27.3	27.6	24.3	24.1	24.1
13	All Other	74.7	86.2	88.4	90.9	92.2
14	<b>Total</b>	<b>110.7</b>	<b>122.3</b>	<b>121.4</b>	<b>123.5</b>	<b>124.2</b>
15	<b>Total Revenues</b>	<b>857.0</b>	<b>887.5</b>	<b>918.3</b>	<b>940.0</b>	<b>935.3</b>
16	<b>EXPENDITURES</b>					
17	<b>Faculties</b>					
18	Base Budgets	451.4	465.2	483.6	504.4	500.0
19	Revenue Sharing Allocations	0.0	0.0	1.6	2.6	6.3
20	Canada Research Chairs (CRCs)	7.6	7.4	7.6	7.4	6.9
21	All Other	47.1	49.6	50.8	50.8	49.3
22	<b>Total</b>	<b>506.1</b>	<b>522.2</b>	<b>543.6</b>	<b>565.2</b>	<b>562.5</b>
23	<b>Scholarships and Bursaries</b>	<b>38.5</b>	<b>38.2</b>	<b>40.7</b>	<b>43.0</b>	<b>45.4</b>
24	<b>Support Areas</b>	<b>114.3</b>	<b>123.2</b>	<b>130.6</b>	<b>140.9</b>	<b>141.2</b>
25	<b>University-wide Expenditures</b>	<b>77.7</b>	<b>75.7</b>	<b>81.4</b>	<b>88.4</b>	<b>90.6</b>
26	<b>Provision for Cost Fluctuations</b>	<b>0.4</b>	<b>0.0</b>	<b>0.0</b>	<b>1.1</b>	<b>24.9</b>
27	<b>One-Time Allocations</b>	<b>121.3</b>	<b>159.0</b>	<b>112.0</b>	<b>101.3</b>	<b>78.4</b>
28	<b>Total Expenditures</b>	<b>858.3</b>	<b>918.3</b>	<b>908.3</b>	<b>939.9</b>	<b>943.0</b>
29	<b>REVENUES minus EXPENDITURES</b>	<b>-1.3</b>	<b>-30.8</b>	<b>10.0</b>	<b>0.1</b>	<b>-7.7</b>
30	<b>OPERATING RESERVE</b>					
31	Beginning Operating Reserve	73.6	72.3	41.6	51.5	51.7
32	Surplus / (Deficit) -- from Line 29 above	-1.3	-30.8	10.0	0.1	-7.7
33	<b>Ending Operating Reserve</b>	<b>72.3</b>	<b>41.6</b>	<b>51.5</b>	<b>51.7</b>	<b>44.0</b>

## **E. Summary of the 2025-26 Operating Budget**

Table 2 summarizes the 2025-26 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 \$935.4 million in 2025-26. Details of the operating revenues are shown in Table 3.

Line 13: Total expenditures are projected to be \$943.1 million in 2025-26. Details of the expenditures (by area) are shown in Tables 4 through 8.

Line 14: The in-year net position is projected to be balanced budget in 2024-25 and a planned deficit of \$7.7 million in 2025-26.

Line 17: The Operating Reserve is forecast to be \$51.7 million at the end of 2024-25 and \$44 million at the end of 2025-26 – above the Board-mandated minimum level of \$10 million.

**Table 2****SUMMARY OF OPERATING BUDGET: 2025-26**

		<a> 2024-25 Budget (@Feb. 28, 2025)	<b> 2025-26 Budget	<c> \$ Change from 2024-25
1	<b>Operating Revenues (Table 3)</b>			
2	Government Grants	314,993,688	321,341,849	6,348,161
3	Tuition Revenue	501,543,723	489,789,664	-11,754,059
4	All Other	123,423,788	124,221,972	798,184
5	<b>Total Revenues</b>	<b>939,961,199</b>	<b>935,353,485</b>	<b>-4,607,714</b>
6	<b>Expenditure Budgets</b>			
7	Faculties (Table 4)	565,193,406	562,550,597	-2,642,809
8	Scholarships and Bursaries (Table 5)	42,993,297	45,377,760	2,384,463
9	Support Areas (Table 6)	140,911,319	141,163,152	251,833
10	University-wide Expenditures (Table 7)	88,323,653	90,599,411	2,275,758
11	Provision for Cost Fluctuations	1,142,711	24,930,347	23,787,636
12	One-Time Allocations	101,301,593	78,440,039	-22,861,554
13	<b>Total Expenditures</b>	<b>939,865,979</b>	<b>943,061,306</b>	<b>3,195,327</b>
14	<b>Surplus / (Deficit) - Line 5 minus Line 13</b>	<b>95,220</b>	<b>-7,707,821</b>	
15	<b>Beginning Operating Reserve Balance</b>	<b>51,593,312</b>	<b>51,688,532</b>	
16	Surplus / (Deficit) -- Line 14 above	95,220	-7,707,821	
17	<b>Closing Operating Reserve Balance</b>	<b>51,688,532</b>	<b>43,980,711</b>	
18	<b>Board-mandated Minimum Level Reserve Target</b>	<b>10,000,000</b>	<b>10,000,000</b>	

## **F. Details of the 2025-26 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 performance/outcomes metrics. In response to the global pandemic and its impact on university operations, the Province delayed the actual metrics-based implementation until the end of 2023-24. Starting with 2024-25, 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).

As noted earlier, the Province committed to time-limited grant funding for the three years spanning 2024-25 through 2026-27. This funding is shown in line 5 of Table 3.

### **Tuition Fees**

The recommended tuition fee rates for 2025-26 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 – with the exception tuition anomaly adjustments to undergraduate MOS and Computer Science.

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

As described earlier, tuition rates for undergraduate domestic students from other provinces are recommended to increase by 5% in 2025-26.

#### **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 – including COVID related extensions. There are 60 occupied Chairs in the current year and we are projecting 56 occupied chairs in 2025-26, with \$7.9 million in associated revenue. We have some CRC recruitments/hires in process, and we are waiting to hear the results of the CRC reallocation process which may impact the number of CRCs allocated to Western.
- 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 \$9.4 million for 2025-26 is a 1.3 million reduction, which is primarily due to lower tuition revenue at the Colleges resulting from lower international enrolments. In addition, in recognition of the financial pressures faced by Huron University College and King's University College (due to reductions in international enrolments), we have agreed to temporary reductions to the transfer rate – from 12% to 11% in 2025-26 and 11.5% in 2026-27. Starting in 2027-28, the transfer rate will return to 12%.
- Fundraising for needs-based Student Awards continues to be of high priority for the University. In 2025-26, we project a sum of nearly \$11.8 million from this source.
- Research contracts (through partnerships with the private sector) attracts overhead revenue to cover the indirect costs of the research – and this revenue is shared between the Faculties, the Research Promotion Fund (managed by the Vice-President Research), and the central university budget to cover costs such as space/facilities and I.T. infrastructure.
- The revenue from Royalties and Licenses includes patents/licenses associated with the Robarts Research Institute which flows to the Schulich School. We are projecting a sum of \$4.9 million in 2025-26.
- 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 2025-26 Expenditure Recommendations

### 1. Faculty Budget Recommendations

Table 4 shows the 2025-26 **base budget recommendations** for Western's Faculties. Final 2025-26 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; 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.*

Figure C illustrates the impact of the in-year addition of funding to cover the costs of negotiated compensation increases – using the Faculties' budgets as presented in last year's budget. Columns <a>, <b>, and <c> are replicated from last year's budget – and show that Faculty budgets in total increase \$2.5 million in 2024-25 over 2023-24 (column <c>, row 12). This year's budget shows the final 2024-25 Faculty budgets (Table 4, column <a>) which total \$404.1 million (column <a>, row 12) – an increase of \$13.1 million. *This \$13.1 million is the amount added in-year to cover the costs of negotiated compensation increases.*

Figure C

**Faculty Budgets: Illustration of Impact of In-Year Compensation Increase Funding -- using 2024-25 as example**

		<a>	<b>	<c>	<d>	<e>	<f>
		From Last Year's Budget			From this Budget		Therefore,
		2023-24 Base Budget	Planned 2024-25 Base Budget	Change over 2023-24	Final 2024-25 Base Budget	Change over 2023-24	Funding added in-year for Salary Increases
1	<b>Faculties</b>						
2	Arts & Humanities	34,205,653	34,516,397	310,744	35,891,174	1,685,521	1,374,777
3	Education	19,968,472	19,742,614	-225,858	20,281,050	312,578	538,436
4	Engineering	41,341,326	41,640,204	298,878	42,979,453	1,638,127	1,339,249
5	Health Sciences	38,444,674	40,222,934	1,778,260	41,793,975	3,349,301	1,571,041
6	Information & Media Studies	12,290,086	12,188,747	-101,339	12,607,851	317,765	419,104
7	Law	10,246,139	9,876,609	-369,530	10,254,258	8,119	377,649
8	Medicine & Dentistry	80,246,622	79,244,295	-1,002,327	81,860,460	1,613,838	2,616,165
9	Music	11,724,094	11,541,454	-182,640	11,906,414	182,320	364,960
10	Science	70,903,814	69,528,751	-1,375,063	71,732,719	828,905	2,203,968
11	Social Science	69,170,494	72,514,338	3,343,844	74,821,506	5,651,012	2,307,168
12	<b>Sub-Total Faculties</b>	<b>388,541,374</b>	<b>391,016,343</b>	<b>2,474,969</b>	<b>404,128,860</b>	<b>15,587,486</b>	<b>13,112,517</b>

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

In 2025-26, given our revenue situation, we did not commit to any new/incremental base APF allocations. Therefore, the only **APF base allocation** for 2025-26 is a commitment in year 1 of the 3-year planning period – a sum of \$150,000 to the Faculty of Social Science to support Faculty priorities (Table 4, column c, line 11).

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

- \$610,000 to Engineering as a direct result of enrolment expansion – and this funding is expected to support additional faculty and staff positions; and
- \$50,000 to Science in support of the incremental teaching associated with the Engineering expansion plan.

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 \$6.3 million in 2025-26 (an increase of \$3.7 million over 2024-25) through the overall enrolment-related revenue-sharing mechanism, as shown in Table 4, column f, line 15.

The Faculties also receive additional budgetary support through:

- **One-time operating budget allocations** (totaling \$16.8 million) which are detailed in Table 8 (lines 12 to 23);



- 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 \$1.4 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 D. These recommendations are for the 2025-26 Budget.

Figure D

**SUMMARY OF 2025-26 ALLOCATION RECOMMENDATIONS FOR THE FACULTIES**  
(direct allocations to the Faculties through the planning process)

		Base Allocations	One-Time Allocations	Capital Support
1	Arts & Humanities		454,192	
2	Education		205,000	
3	Engineering	610,562	965,000	300,000
4	Health Sciences		5,286,916	300,000
5	Information & Media Studies		151,000	150,000
6	Law		175,000	
7	Medicine & Dentistry		7,938,251	300,000
8	Music		430,270	
9	Science	50,102	275,000	300,000
10	Social Science	150,000	903,832	
11	<b>Total</b>	<b>810,664</b>	<b>16,784,461</b>	<b>1,350,000</b>

*Note: These recommendations are for the 2025-26 budget -- and should be considered in the context of resource allocations made in the first two years of this 3-year period as well as previous planning cycles.*

## 2. Scholarships and Bursaries

Base budget allocations for centrally-funded student support programs are shown in Table 5 – with a total of \$45.4 million estimated for 2025-26.

- Undergraduate scholarships are projected to increase by \$955,000 due to increases in the number of scholarship-eligible students and expansion of scholarships for Black and Indigenous students.
- Fundraising for undergraduate and graduate student needs-based awards continues to be a high priority for the University. In 2025-26, we project a sum of \$11.8 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 part of the integration of Brescia University College into Western, the University committed to a student financial support program – the Brescia Legacy Fund. The fund was created through a \$25 million endowment established on May 1, 2024 – and is expected to provide \$1.05 million for

spending in 2025-26. The fund will support scholarships, bursaries, and programming for underrepresented groups or historically disadvantaged groups.

- As the footnote in Table 5 indicates, graduate student funding is addressed through the Faculty budgets, and the Faculty plans estimate a total of \$56.7 million in 2025-26 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 two years ago to provide \$500,000 for a Graduate Student Needs-based and Emergency Fund is included in Table 8, line 10. 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, \$6.15 million in one-time funding for international undergraduate student recruitment awards (shown in Table 8, line 2).

### 3. Support Unit Budget Recommendations

Table 6 shows the 2025-26 base budget recommendations for Support Units. Final 2025-26 base budgets are the net result of the following:

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

For 2025-26, similar to the Faculties, we did not commit to any new/incremental base SUPF allocations. Therefore, the **SUPF base allocations** for 2025-26 (shown in column c of Table 6) are from the commitments made in year one of the 3-year planning period. These SUPF allocations (totaling \$1.5 million) are in support of additional staff or maintaining staffing levels.

The **Other Base Changes** – totaling \$1.5 million – for the Support Units (shown in column <d> of Table 6) consist 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;
- \$116,000 to Facilities Management to support the operating costs of incremental space/facilities;
- \$207,000 to Campus Safety & Emergency Services for additional Special Constables.

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

- **One-time operating budget allocations** (\$6.6 million) which are detailed in Table 8 (lines 24 through 45); and
- Support for **Unit-specific capital projects** totaling \$1.3 million – 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, and the opening of new buildings.
- The **Library Acquisitions Budget** continues to be a high priority and a sum of \$15.7 million is recommended for 2025-26.
- The **Maintenance, Modernization, and Infrastructure (MMI)** transfer to the Capital Budget is maintained at \$16 million – and the funds are used to support general maintenance of our facilities.
- The **Federal Research Support Fund (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 FRSF provides partial funding to cover the indirect costs associated with federally-funded research activities.
- 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 set at \$2.3 million or about 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 2025-26. 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 2025-26 budget – with one-time allocations totaling \$73.3 million:

- **The Endowed Chairs Matching Program:** \$30 million
- **International Undergraduate Recruitment Awards:** 6.15 million
- Support for our **Fundraising Campaign:** \$5 million
- Multi-year plan to fund a **new Engineering Building** to accommodate the enrolment expansion: \$3.4 million
- **Western's new space in Toronto** – Annual lease and equipment costs: \$2.5 million
- **Modernization of General University Instructional Facilities:** \$2.17 million
- Continuation of the **Undergraduate Summer Research Internship Program:** \$2 million
- Continuation of the **Postdoctoral Fellowships Program:** \$1.6 million
- The **National Campaign and Campaign-related Marketing:** \$1.26 million

- Resources to support **Graduate Student Need-based Bursaries and Emergency Funding:** \$500,000
- Support for our **Research Institutes:** \$500,000

**Table 3**  
**2025-26 OPERATING REVENUES**

		2024-25 Budget Forecast (@Feb 28, 2025) (1)	2025-26 Budget (2)	Increase / (Decrease) Amount (3)	% Change (2) to (1)
1	<b>Government Grants</b>				
2	Provincial: Core Operating Grant	102,227,545	102,227,545	0	0.0%
3	Provincial: Performance-based Grant	177,553,581	177,553,581	0	0.0%
4	Provincial: Special Purpose Grants	15,458,789	16,003,798	545,009	3.5%
5	Provincial: Time-Limited Grants	8,393,434	14,156,925	5,763,491	68.7%
6	Federal Research Support Fund (FRSF)	11,360,339	11,400,000	39,661	0.3%
7	<b>Sub-Total Government Grants</b>	<b>314,993,688</b>	<b>321,341,849</b>	<b>6,348,161</b>	<b>2.0%</b>
8	<b>Tuition Revenue</b>				
9	Undergraduate	315,140,000	306,385,470	-8,754,530	-2.8%
10	Graduate	75,660,000	71,284,820	-4,375,180	-5.8%
11	<i>Sub-Total General Programs</i>	<i>390,800,000</i>	<i>377,670,290</i>	<i>-13,129,710</i>	<i>-3.4%</i>
12	Ivey Programs (Undergraduate and Graduate)	93,468,843	96,007,374	2,538,531	2.7%
13	International Medical and Dental Students	15,578,880	14,416,000	-1,162,880	-7.5%
14	<i>Sub-Total Other Programs</i>	<i>109,047,723</i>	<i>110,423,374</i>	<i>1,375,651</i>	<i>1.3%</i>
15	Miscellaneous Fees	1,696,000	1,696,000	0	0.0%
16	<b>Sub-Total Tuition Revenue</b>	<b>501,543,723</b>	<b>489,789,664</b>	<b>-11,754,059</b>	<b>-2.3%</b>
17	<b>Other Revenues</b>				
18	Canada Research Chairs (CRCs)	8,500,000	7,900,000	-600,000	-7.1%
19	Fee for Services Transfer from Affiliated University Colleges	10,630,501	9,363,819	-1,266,682	-11.9%
20	Recoverable Salaries	24,100,000	24,100,000	0	0.0%
21	Fundraising -- Need-based Student Awards and Bursaries	11,794,175	11,794,175	0	0.0%
22	Application Fees	3,000,000	3,000,000	0	0.0%
23	Research Overhead Revenues	5,500,000	5,500,000	0	0.0%
24	Royalties and Licences	5,175,000	4,875,000	-300,000	-5.8%
25	Scholarship/Research Initiatives in the SSHRC Disciplines	504,136	529,536	25,400	5.0%
26	Fee for Services Transfer from Self-Funded & Ancillary Operations	50,424,600	54,074,500	3,649,900	7.2%
27	Miscellaneous Revenues	3,795,376	3,084,942	-710,434	-18.7%
28	<b>Sub-Total Other Revenues</b>	<b>123,423,788</b>	<b>124,221,972</b>	<b>798,184</b>	<b>0.6%</b>
29	<b>Total Revenues</b>	<b>939,961,199</b>	<b>935,353,485</b>	<b>-4,607,714</b>	<b>-0.5%</b>

**Table 4**  
**FACULTIES**

		<a>	<b>	<c>	<d>	<e>	<f>
1	<b>Faculties</b>	2024-25 Base Budget (@Feb 28, 2025)	IBA	APF	Other Base Changes	Canada Research Chairs	Resulting 2025-26 Base Budget **
2	Arts & Humanities	35,891,174	-809,234			-170,000	34,911,940
3	Education	20,281,050	-406,024			-90,000	19,785,026
4	Engineering	42,979,453	-891,801		610,562	-340,000	42,358,214
5	Health Sciences	41,793,975	-815,619				40,978,356
6	Information & Media Studies	12,607,851	-251,339				12,356,512
7	Law	10,254,258	-279,530				9,974,728
8	Medicine & Dentistry	81,860,460	-1,325,125			-100,000	80,435,335
9	Music	11,906,414	-272,640				11,633,774
10	Science	71,732,719	-1,487,710		50,102	-80,000	70,215,111
11	Social Science	74,821,506	-1,539,853	150,000		260,000	73,691,653
12	<b>Sub-Total Faculties (excluding Business)</b>	<b>404,128,860</b>	<b>-8,078,875</b>	<b>150,000</b>	<b>660,664</b>	<b>-520,000</b>	<b>396,340,649</b>
13	Business	106,711,510			2,854,722		109,566,232
14	<b>Sub-Total Faculties</b>	<b>510,840,370</b>	<b>-8,078,875</b>	<b>150,000</b>	<b>3,515,386</b>	<b>-520,000</b>	<b>505,906,881</b>
15	Enrolment-related Revenue Sharing Allocation	2,627,662			3,699,385		6,327,047
16	PhD Enrolment Growth Support	1,418,000			-276,000		1,142,000
17	Research Infrastructure Support Fund (RISF)	750,000					750,000
18	Faculty Recruitment Initiatives	255,654					255,654
19	Academic Priorities Fund (APF)	3,840,160					3,840,160
20	<b>Total -- with Revenue Sharing Allocation</b>	<b>519,731,846</b>	<b>-8,078,875</b>	<b>150,000</b>	<b>6,938,771</b>	<b>-520,000</b>	<b>518,221,742</b>
21	<b>All Other</b>						
22	Western Strategic Success Programs	1,500,000					1,500,000
23	Education: Continuing Education for Teachers	1,357,875			30,175		1,388,050
24	Medicine & Dentistry: International Tuition and Primary Care	15,928,685			-1,162,880		14,765,805
25	Faculties' Share of Research Overheads	1,930,000					1,930,000
26	Faculty Scholars & Distinguished University Professors	505,000					505,000
27	Graduate and Undergraduate Program Reviews	140,000					140,000
28	Recoverable Salaries	24,100,000					24,100,000
29	<b>Sub-Total</b>	<b>45,461,560</b>	<b>0</b>	<b>0</b>	<b>-1,132,705</b>	<b>0</b>	<b>44,328,855</b>
30	<b>Total Academic Units</b>	<b>565,193,406</b>	<b>-8,078,875</b>	<b>150,000</b>	<b>5,806,066</b>	<b>-520,000</b>	<b>562,550,597</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>	<b>	<c>
		2024-25 Base Budget (@Feb 28, 2025)	Changes	Resulting 2025-26 Base Budget
1	Undergraduate Scholarships	9,515,297	955,000	10,470,297
2	Government-Mandated Domestic Tuition Re-Investment	17,938,356	383,263	18,321,619
3	Privately-Funded Need-based Awards & Bursaries	11,794,175		11,794,175
4	Western Bursaries and Fellowships	2,781,867	36,200	2,818,067
5	Brescia Legacy Fund		1,050,000	1,050,000
6	Targeted MCU Bursaries	763,602	-40,000	723,602
7	Global Opportunities Awards	200,000		200,000
8	<b>Total Scholarships and Bursaries</b>	<b>42,993,297</b>	<b>2,384,463</b>	<b>45,377,760</b>

*Graduate student funding is addressed through the Faculty budgets. In 2024-25, this funding is estimated to be \$62.7 million and the plan for 2025-26 is \$56.7 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> 2024-25 Base Budget (@Feb 28, 2025)	<b> IBA	<c> SUPF	<d> Other Base Changes	<e> ** Resulting 2025-26 Base Budget
1	<b>Reporting to the Provost</b>					
2	Academic Programs Portfolio	2,446,368	-50,038		16,680	2,413,010
3	Western Technology Services	13,348,997	-250,223	100,000	83,408	13,282,182
4	Western Libraries	15,297,886	-348,161	131,962	366,054	15,447,741
5	Registrar's Office	9,343,587	-160,700		53,567	9,236,454
6	Student Experience Portfolio	3,371,287	-77,816		25,939	3,319,410
7	Office of Indigenous Initiatives	1,389,179	-19,799		6,600	1,375,980
8	Vice-Provost (APPF) Portfolio	1,990,891	-47,047	100,000	15,682	2,059,526
9	Graduate & Postdoctoral Studies	2,341,811	-57,504		19,168	2,303,475
10	Institutional Planning and Budgeting	3,432,470	-69,982		23,327	3,385,815
11	Western International	2,971,560	-60,367	100,000	20,122	3,031,315
12	McIntosh Gallery - Operating Budget Supplement	428,392				428,392
13	Teaching Fellows Program	475,312				475,312
14	<b>Sub-Total</b>	<b>56,837,740</b>	<b>-1,141,637</b>	<b>431,962</b>	<b>630,547</b>	<b>56,758,612</b>
15	<b>Reporting to the Vice-President Operations &amp; Finance</b>					
16	Financial Services	6,203,562	-152,932	100,000	50,977	6,201,607
17	Facilities Management	22,900,040	-445,108		264,445	22,719,377
18	Campus Safety & Emergency Services	4,931,661	-105,399	224,624	242,227	5,293,113
19	Internal Audit	734,461	-14,865		4,955	724,551
20	Legal Services	1,081,181	-19,849		6,616	1,067,948
21	<b>Sub-Total</b>	<b>35,850,905</b>	<b>-738,153</b>	<b>324,624</b>	<b>569,220</b>	<b>36,006,596</b>
22	<b>Reporting to the Vice-President Research</b>					
23	Animal Care/Veterinary Services - Operating Budget Supplement	3,712,300				3,712,300
24	Research Western	8,049,135	-173,083	200,000	57,694	8,133,746
25	Research Promotion Fund	1,750,000				1,750,000
26	Special Grants Support for Arts/Humanities/Social Sciences	250,000				250,000
27	Scholarship/Research Initiatives in the SSHRC Disciplines	504,136			25,400	529,536
28	Western Innovation Fund	400,000				400,000
29	<b>Sub-Total</b>	<b>14,665,571</b>	<b>-173,083</b>	<b>200,000</b>	<b>83,094</b>	<b>14,775,582</b>
30	<b>Vice-President University Advancement Portfolio</b>	<b>10,352,987</b>	<b>-210,500</b>	<b>175,000</b>	<b>70,167</b>	<b>10,387,654</b>
31	<b>General Administration</b>					
32	Human Resources (Including Workplace Health Services)	8,992,411	-219,129	205,000	73,043	9,051,325
33	Offices of the President and All Vice-Presidents	5,427,865	-114,964		38,321	5,351,222
34	Western Communications	6,379,547	-136,765	100,000	45,588	6,388,370
35	University Secretariat	1,497,392	-17,758	35,000	5,919	1,520,553
36	Office of Equity, Diversity, and Inclusion	906,901	-20,495	30,000	6,832	923,238
37	<b>Sub-Total</b>	<b>23,204,116</b>	<b>-509,111</b>	<b>370,000</b>	<b>169,703</b>	<b>23,234,708</b>
38	<b>Total Support Areas</b>	<b>140,911,319</b>	<b>-2,772,484</b>	<b>1,501,586</b>	<b>1,522,731</b>	<b>141,163,152</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> 2024-25 Base Budget (@Feb 28, 2025)	<b> New Investment	<c> Other Changes	<d> Resulting 2025-26 Base Budget
1	Utilities	29,499,686		2,204,730	31,704,416
2	Library Acquisitions	15,740,896			15,740,896
3	Transfer to MMI: Operating	16,000,000			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	880,000		-64,000	816,000
7	Information Technology Infrastructure Fund	8,276,722			8,276,722
8	Property Taxes	2,802,150		38,475	2,840,625
9	Insurance	3,613,000		111,000	3,724,000
10	Contingency	2,349,903		-11,519	2,338,384
11	Accessible Education Services	1,473,454			1,473,454
12	Professional Fees	2,375,000		100,000	2,475,000
13	Institutional Memberships	1,800,000			1,800,000
14	Sports and Recreation Services - Operating Budget Supplement	878,995		7,722	886,717
15	The Western Entrepreneurship Ecosystem - Operating Budget Supplement	674,207			674,207
16	Costs Associated with Employee Contracts	755,000			755,000
17	Convocation and Diplomas	500,000			500,000
18	Governance-Related Costs	205,800			205,800
19	Office of the Ombudsperson	127,190			127,190
20	<b>Total University-wide Expenditures</b>	<b>91,552,003</b>	<b>0</b>	<b>2,386,408</b>	<b>93,938,411</b>
21	Employee Benefit Plan Costs	152,693,250		11,526,750	164,220,000
22	Employee Benefit Recoveries	-155,921,600		-11,637,400	-167,559,000
23	<b>Net Employee Benefits</b>	<b>-3,228,350</b>	<b>0</b>	<b>-110,650</b>	<b>-3,339,000</b>
24	<b>Net University-wide Expenditures</b>	<b>88,323,653</b>	<b>0</b>	<b>2,275,758</b>	<b>90,599,411</b>

**Table 8**  
**2025-26 ONE-TIME ALLOCATIONS**

1	Endowed Chairs Matching Program	30,000,000
2	International Undergraduate Recruitment Awards	6,150,000
3	Support for Fundraising Campaign	5,000,000
4	Engineering Expansion -- Support for New Building (multi-year plan) -- Funding from Expansion Revenues	3,417,965
5	Toronto Space Lease Costs --Year 1 of 5 Years of One-Time Funding	2,500,000
6	Modernization of General University Instructional Facilities	2,170,000
7	Undergraduate Summer Research Internship Program (USRI)	2,000,000
8	Post Doctoral Fellowships Program	1,600,000
9	National Campaign and Campaign-Related Marketing	1,260,000
10	Graduate Student Needs-based Bursaries	500,000
11	Research Institutes: Transitional Support	500,000
12	<b>Faculties</b>	
13	Arts & Humanities: Renewal of Two Limited -Term Appointments (\$239K), Support for Ethics and Artificial Intelligence Interdisciplinary Graduate Program (\$150K), and Curatorial Residency in Social and Environmental Justice (\$65K)	454,192
14	Education: Teaching Secondments (\$150K), and Centre for Research & Education on Violence Against Women & Children (CREVAWC) Supplement (\$55K)	205,000
15	Engineering: Lab Technology Upgrades (\$187K), Autonomous and Smart Mobility Lab (\$203K), and Undergraduate Enrolment Expansion -- Start-up and Faculty Recruitment Funding (\$575K)	965,000
16	Health Sciences: Undergraduate Student Initiatives (\$175K), Targetted Government Funding for Clinical Education (\$1.4M), Nursing Expansion Funding (\$2M) and Nurse Practitioner Program (\$1.1M)	5,286,916
17	FIMS: Partial Support for Two Staff Positions (\$55K), and Summer Institute on Data Science for African Early Career (\$60K), and Creation of Hybrid Teaching Facilities (\$36K)	151,000
18	Law: Wellness Counsellor (\$140K), and EDID Initiatives (\$35K)	175,000
19	Medicine & Dentistry: Targetted Government Funding for Medical Education (\$2.3M), Targetted Government Funding for Dental Clinical Education (\$1.1M), Dental Patient Management Software (\$500K), and Robarts Royalties & Licences Flowthrough (\$4.0M)	7,938,251
20	Music: Limited-Term Renewal (\$130K), Student Recruitment Initiatives (\$271K), Ensemble/Concert Series (\$19K), and Equipment Purchase (\$10K)	430,270
21	Science: Engineering Expansion Teaching Support (\$75K), and Relocation of Microscope Lab (\$200K)	275,000
22	Social Science : International Student Counselling Initiatives (\$261K), International Student Financial Support (\$35K), Contract Staff positions (\$257K), Redesign MRPE to an AI-focused program (\$300K), and Museum of Ontario Archaeology Supplement (\$50K)	903,832
23	<b>Sub-Total Faculties</b>	<b>16,784,461</b>
24	<b>Support Units</b>	
25	Academic Programs Portfolio: Program Innovation Specialist Contract Position (\$100K), and QA Academy (\$25K)	125,000
26	Western Technology Services: Enterprise Resource Planning and Financial Application Migration (\$100K), and Storage Management Infrastructure (\$100K)	200,000
27	Libraries: Staff Recruitment Support (\$100K), and Indigenous and Black Student Funding Partnership with FIMS (\$51K)	151,408
28	Student Experience: Family Practice Clinic Support (\$400K), and Accessible Education Initiatives (\$204K)	603,748
29	Office of Indigenous Initiatives: Wampum Learning Lodge Programming Initiatives (\$100K), and Support for Operations and Programming (\$100K)	200,000
30	Vice-Provost (APPF): Immigration/Recruitment Consultant (\$100K) and Training & Development Initiatives for New Faculty (\$30K)	130,000
31	Graduate & Postdoctoral Studies: Fraud Detection Software Contract	100,000
32	Institutional Planning & Budgeting: Contract Staffing to Support Rankings Activities	100,000
33	Western International: International Student Orientation Initiatives	100,000
34	McIntosh Gallery: Careers in Heritage Collections Assistant (\$40K), and Furniture and Computer Replacement (\$7.8K)	47,750
35	Financial Services: Digital Assistant -- Co-Pilot Software	100,000
36	Facilities Management: Equipment Acquisition (\$135K) and Sustainable Snow and Ice Winter Management Plan (\$30K)	165,250
37	Campus Safety & Emergency Services: Additional Staffing (\$308K), and Equipment Renewal (\$176K)	484,457
38	Legal Services: Contract Staffing	55,000
39	Human Resources: Contract Staffing	200,000
40	Equity, Diversity & Inclusion: Black Student Leadership University Experience -- B.L.U.E. (\$100K) and Programming Initiatives (\$15K)	115,000
41	Western Communications: Contract Staffing (\$70K), and Site-Improve Software Subscription (\$30K)	100,000
42	University Secretariat: General Non-Salary Support	15,000
43	Vice-President (Research): Support for Research/Scholarship Initiatives	3,445,000
44	Vice-President (University Advancement): Campaign-related Initiatives	120,000
45	<b>Sub-Total Support Units</b>	<b>6,557,613</b>
46	<b>Total One-Time Allocations</b>	<b>78,440,039</b>

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

		2024-25 Final						2025-26 Preliminary					
		Tier 1		Tier 2		Total		Tier 1		Tier 2		Total	
		N	\$	N	\$	N	\$	N	\$	N	\$	N	\$
1	Arts & Humanities	3	510,000	1	90,000	4	600,000	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	2	180,000	3	350,000
4	Engineering	4	680,000	6	540,000	10	1,220,000	2	340,000	6	540,000	8	880,000
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												
8	Medicine & Dentistry	6	1,020,000	10	900,000	16	1,920,000	7	1,190,000	7	630,000	14	1,820,000
9	Music			1	90,000	1	90,000			1	90,000	1	90,000
10	Science	5	850,000	5	450,000	10	1,300,000	4	680,000	6	540,000	10	1,220,000
11	Social Science	2	340,000	4	360,000	6	700,000	3	510,000	5	450,000	8	960,000
12	Total to Faculties	25	4,250,000	35	3,150,000	60	7,400,000	23	3,910,000	33	2,970,000	56	6,880,000
13	Total CRC Funding		5,000,000		3,500,000		8,500,000		4,600,000		3,300,000		7,900,000

**Table 10**  
**2025-26 TUITION FEE PROPOSALS FOR UNDERGRADUATE PROGRAMS**

		Domestic Ontario Students			International Students		
		Actual 2024-25 Tuition	2025-26		Actual 2024-25 Tuition	2025-26	
			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%	44,767	46,110	3.0%
3	Year 2	6,050	6,050	0.0%	43,922	46,110	3.0%
4	Year 3	6,050	6,050	0.0%	42,296	45,240	3.0%
5	Year 4	6,050	6,050	0.0%	40,728	43,565	3.0%
6	Computer Science						
7	Year 1	6,990	7,514	7.5%	52,000	53,560	3.0%
8	Year 2	6,990	7,514	7.5%	43,922	53,560	3.0%
9	Year 3	6,050	7,514	7.5%	42,296	45,240	3.0%
10	Year 4	6,050	6,050	0.0%	40,728	43,565	3.0%
11	Engineering						
12	Year 1	12,294	12,294	0.0%	60,618	62,437	3.0%
13	Year 2	12,294	12,294	0.0%	60,618	62,437	3.0%
14	Year 3	12,294	12,294	0.0%	58,373	62,437	3.0%
15	Year 4	12,294	12,294	0.0%	56,211	60,124	3.0%
16	M.O.S.						
17	Year 1	6,990	7,514	7.5%	56,654	58,354	3.0%
18	Year 2	6,990	7,514	7.5%	56,654	58,354	3.0%
19	Year 3	6,050	7,514	7.5%	54,556	58,354	3.0%
20	Year 4	6,050	6,050	0.0%	52,536	56,193	3.0%
21	Nursing						
22	Year 1	6,050	6,050	0.0%	56,365	58,056	3.0%
23	Year 2	6,050	6,050	0.0%	56,365	58,056	3.0%
24	Year 3	6,050	6,050	0.0%	54,277	58,056	3.0%
25	Year 4	6,050	6,050	0.0%	52,267	55,905	3.0%
26	<b>Second-Entry Programs</b>						
27	Business (HBA)						
28	Year 1	25,200	25,200	0.0%	60,050	64,850	8.0%
29	Year 2	25,200	25,200	0.0%	60,050	64,850	8.0%
30	Dentistry						
31	Year 1	35,341	35,341	0.0%	125,439	129,202	3.0%
32	Year 2	35,341	35,341	0.0%	125,439	129,202	3.0%
33	Year 3	35,341	35,341	0.0%	120,793	129,202	3.0%
34	Year 4	35,341	35,341	0.0%	116,319	124,417	3.0%
35	Education (B.Ed.)	7,271	7,271	0.0%	41,676	42,926	3.0%
36	Law						
37	Year 1	20,151	20,151	0.0%	49,253	50,731	3.0%
38	Year 2	20,151	20,151	0.0%	48,324	50,731	3.0%
39	Year 3	20,151	20,151	0.0%	46,534	49,774	3.0%
40	Medicine (M.D.)						
41	Year 1	23,986	23,986	0.0%	92,095	94,858	3.0%
42	Year 2	23,986	23,986	0.0%	90,357	94,858	3.0%
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 2025-26 rates would be effective May 1, 2025.

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**  
**2025-26 TUITION FEE PROPOSALS FOR**  
**UNDERGRADUATE OUT-OF-PROVINCE DOMESTIC STUDENTS**

		Actual 2024-25 Tuition	2025-26	
			Proposed Tuition	<a> % Increase
1	<b>First-Entry Programs &lt;b&gt;</b>			
2	Year 1	7,002	7,352	5.0%
3	Year 2	7,002	7,352	5.0%
4	Year 3	7,002	7,352	5.0%
5	Year 4	7,002	7,352	5.0%
6	Computer Science			
7	Year 1	7,002	7,514	7.3%
8	Year 2	7,002	7,514	7.3%
9	Year 3	7,002	7,514	7.3%
10	Year 4	7,002	7,352	5.0%
11	Engineering			
12	Year 1	14,230	14,941	5.0%
13	Year 2	14,230	14,941	5.0%
14	Year 3	14,230	14,941	5.0%
15	Year 4	14,230	14,941	5.0%
16	M.O.S.			
17	Year 1	7,002	7,514	7.3%
18	Year 2	7,002	7,514	7.3%
19	Year 3	7,002	7,514	7.3%
20	Year 4	7,002	7,352	5.0%
21	Nursing			
22	Year 1	7,002	7,352	5.0%
23	Year 2	7,002	7,352	5.0%
24	Year 3	7,002	7,352	5.0%
25	Year 4	7,002	7,352	5.0%
26	<b>Second-Entry Programs</b>			
27	Business (HBA)			
28	Year 1	29,170	30,628	5.0%
29	Year 2	29,170	30,628	5.0%
30	Dentistry			
31	Year 1	40,911	42,956	5.0%
32	Year 2	40,911	42,956	5.0%
33	Year 3	40,911	42,956	5.0%
34	Year 4	40,911	42,956	5.0%
35	Education (B.Ed.)	8,415	8,835	5.0%
36	Law			
37	Year 1	23,325	24,491	5.0%
38	Year 2	23,325	24,491	5.0%
39	Year 3	23,325	24,491	5.0%
40	Medicine (M.D.)			
41	Year 1	27,766	29,154	5.0%
42	Year 2	27,766	29,154	5.0%
43	Year 3	27,766	29,154	5.0%
44	Year 4	27,766	29,154	5.0%

<a> The 2025-26 rates abide by the Provincial Government's framework for domestic out-of province students -- and would be effective May 1, 2025.

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

**Table 11**  
**2025-26 TUITION FEE PROPOSALS FOR GRADUATE PROGRAMS**

		Domestic Students			International Students		
		Actual 2024-25 Tuition	2025-26		Actual 2024-25 Tuition	2025-26	
			Proposed Tuition	<a> % Increase		Proposed Tuition	<a> % Increase
1	<b>Masters Category 1</b>						
2	Arts & Humanities	6,360	6,360	0.0%	20,146	20,549	2.0%
3	Engineering (M.E.Sc.)	6,360	6,360	0.0%	20,146	20,549	2.0%
4	Health & Rehabilitation Sciences	6,360	6,360	0.0%	20,146	20,549	2.0%
5	Health Information Sciences	8,664	8,664	0.0%	28,430	28,999	2.0%
6	Interdisciplinary Programs <b>	6,360	6,360	0.0%	20,146	20,549	2.0%
7	Kinesiology M.A. & MSc	6,360	6,360	0.0%	20,541	21,157	3.0%
8	Law/Studies in Law	10,368	10,368	0.0%	28,387	28,955	2.0%
9	Media Studies	6,360	6,360	0.0%	20,146	20,549	2.0%
10	Medicine (Basic Medical Sciences)	6,360	6,360	0.0%	20,146	20,549	2.0%
11	Music	6,360	6,360	0.0%	20,146	20,549	2.0%
12	Nursing (M.Sc.)	7,639	7,639	0.0%	28,430	28,999	2.0%
13	Science	6,360	6,360	0.0%	20,146	20,549	2.0%
14	Social Science	6,360	6,360	0.0%	20,146	20,549	2.0%
15	<b>Masters Category 2</b>						
16	Master in Management Analytics	48,300	50,700	5.0%	77,500	81,400	5.0%
17	C.S.D./O.T./P.T. (MPT)	11,294	11,294	0.0%	38,908	40,075	3.0%
18	Foods and Nutrition (MScFN)	10,877	10,877	0.0%	38,908	40,075	3.0%
19	Dentistry (Orthodontics)	27,373	27,373	0.0%	94,617	97,456	3.0%
20	Education (MA)	10,877	10,877	0.0%	38,908	40,075	3.0%
21	Engineering (M.Eng.)	10,877	10,877	0.0%	44,446	45,779	3.0%
22	Environment & Sustainability	12,179	12,179	0.0%	38,908	40,075	3.0%
23	Financial Economics	30,549	30,549	0.0%	60,943	62,771	3.0%
24	Library & Information Science	10,877	10,877	0.0%	38,908	40,075	3.0%
25	M.M. in Journalism & Communication	13,543	13,543	0.0%	38,908	40,075	3.0%
26	Master of Nurisng	10,877	10,877	0.0%	38,908	40,075	3.0%
27	MA in Research for Policy & Evaluation	18,720	18,720	0.0%	35,096	36,149	3.0%
28	Master of Data Analytics	23,308	23,308	0.0%	57,519	59,245	3.0%
29	Master of Mgmt. of Applied Science	19,690	19,690	0.0%	57,519	59,245	3.0%
30	Medicine (Family Medicine)	14,322	14,322	0.0%	38,908	40,075	3.0%
31	Medicine (Pathology Assistant)	11,295	11,295	0.0%	38,908	40,075	3.0%
32	Medicine (Public Health)	34,055	35,076	3.0%	57,377	59,098	3.0%
33	Interdisciplinary Medical Sciences (MSc)	11,295	11,295	0.0%	39,370	40,551	3.0%
34	Advanced Health Care Practice (M.Cl.Sc.)	10,877	10,877	0.0%	38,908	40,075	3.0%
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%	38,908	40,075	3.0%
38	PhD Programs	6,360	6,360	0.0%	6,360	6,360	0.0%

<a> The proposed 2025-26 rates would be effective September 1, 2025.

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

**Table 12**  
**ENROLMENT PROJECTIONS: 2025-26 to 2029-30**

		Actuals					Projections/Plans				
		2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
1	<b>Constituent University</b>										
2	<b>Full-Time Undergraduates</b>										
3	Arts & Humanities	877	853	864	923	1,030	1,009	1,043	1,048	1,051	1,053
4	Business (HBA)	1,057	1,072	1,210	1,336	1,376	1,356	1,356	1,356	1,356	1,356
5	Dentistry	263	264	281	281	283	284	284	284	284	284
6	Education	677	697	703	783	887	772	668	668	668	668
7	Engineering	2,151	2,293	2,497	2,590	2,919	2,929	2,866	2,865	2,809	2,831
8	Health Sciences										
9	Foods & Nutrition					237	172	189	233	282	315
10	Family Studies					140	150	165	178	233	264
11	BHSc Program	1,339	1,424	1,437	1,546	1,603	1,575	1,602	1,592	1,567	1,586
12	Kinesiology	1,285	1,283	1,311	1,293	1,337	1,281	1,285	1,268	1,232	1,232
13	Nursing	989	1,028	1,180	1,326	1,325	1,376	1,478	1,492	1,371	1,278
14	Law	490	482	496	503	510	520	530	530	530	530
15	MACS (Media and Communication Studies)	871	899	880	909	994	988	1,023	1,052	1,033	1,038
16	Medicine										
17	MD Program	686	688	689	698	716	735	755	756	759	759
18	B.Med.Sci. Program	1,161	1,252	1,305	1,199	1,117	1,129	1,097	1,114	1,240	1,281
19	Music	443	434	410	375	414	451	504	547	547	547
20	Science - B.Med.Sci.	1,731	1,905	1,546	1,500	1,529	1,512	1,636	1,664	1,692	1,721
21	Science - Computer Science					481	943	1,376	1,790	1,818	1,832
22	Science - All Other	3,804	3,904	4,416	4,763	4,377	4,082	3,666	2,974	3,039	3,057
23	Social Science - MOS	3,056	3,315	3,397	3,457	3,433	3,218	3,082	2,927	2,892	2,925
24	Social Science - All Other	3,826	4,033	4,280	4,469	4,510	4,248	4,037	3,900	3,881	3,918
25	<b>Total Full-Time Undergraduates</b>	<b>24,706</b>	<b>25,826</b>	<b>26,902</b>	<b>27,951</b>	<b>29,218</b>	<b>28,730</b>	<b>28,642</b>	<b>28,238</b>	<b>28,284</b>	<b>28,475</b>
26	Concurrent Programs	345	380	370	384	381	402	402	402	402	402
27	ISSAP					7	7	7	7	7	7
28	Medical Residents	940	968	999	1,023	1,048	1,025	1,025	1,025	1,025	1,025
29	<b>Full-Time Graduates</b>										
30	Masters	3,869	4,360	4,231	4,370	4,664	4,557	4,645	4,694	4,707	4,714
31	Doctoral	2,231	2,345	2,415	2,477	2,557	2,536	2,554	2,525	2,539	2,532
32	<b>Total Full-Time Graduates</b>	<b>6,100</b>	<b>6,705</b>	<b>6,646</b>	<b>6,847</b>	<b>7,221</b>	<b>7,093</b>	<b>7,199</b>	<b>7,219</b>	<b>7,246</b>	<b>7,246</b>
33	<b>Total Full-Time Enrolment</b>	<b>32,091</b>	<b>33,879</b>	<b>34,917</b>	<b>36,205</b>	<b>37,875</b>	<b>37,257</b>	<b>37,275</b>	<b>36,891</b>	<b>36,964</b>	<b>37,155</b>
34	<b>Part-Time FTEs</b>										
35	Undergraduate	2,563	2,408	2,537	2,671	2,614	2,670	2,650	2,650	2,650	2,650
36	Education (AQs)	447	460	416	452	361	375	400	400	400	400
37	Masters	122	128	111	96	89	100	100	100	100	100
38	Doctoral	35	29	32	30	29	30	30	30	30	30
39	<b>Total Part-Time FTEs</b>	<b>3,167</b>	<b>3,025</b>	<b>3,096</b>	<b>3,249</b>	<b>3,093</b>	<b>3,175</b>	<b>3,180</b>	<b>3,180</b>	<b>3,180</b>	<b>3,180</b>
40	<b>Total Constituent FTEs</b>	<b>35,258</b>	<b>36,904</b>	<b>38,013</b>	<b>39,454</b>	<b>40,968</b>	<b>40,432</b>	<b>40,455</b>	<b>40,071</b>	<b>40,144</b>	<b>40,335</b>
41	<b>Affiliated University Colleges</b>										
42	<b>Full-Time Undergraduates</b>										
43	Brescia	1,301	1,171	1,099	1,125						
44	Huron	1,431	1,525	1,560	1,729	1,981	1,987	2,088	2,173	2,182	2,196
45	King's	3,415	3,253	3,150	2,986	3,053	3,004	2,995	3,039	3,121	3,233
46	<b>Total Full-Time Undergraduates</b>	<b>6,147</b>	<b>5,949</b>	<b>5,809</b>	<b>5,840</b>	<b>5,034</b>	<b>4,991</b>	<b>5,083</b>	<b>5,212</b>	<b>5,303</b>	<b>5,429</b>
47	<b>Part-Time Undergraduate FTEs</b>										
48	Brescia	70	72	65	65						
49	Huron	57	58	50	51	52	50	50	50	50	50
50	King's	299	266	272	257	251	265	265	265	265	265
51	<b>Total Part-Time FTEs</b>	<b>426</b>	<b>396</b>	<b>387</b>	<b>373</b>	<b>303</b>	<b>315</b>	<b>315</b>	<b>315</b>	<b>315</b>	<b>315</b>
52	<b>Graduate FTEs</b>										
53	Brescia	35	31	31	32						
54	Huron	13	10	7	8	7	13	13	13	13	13
55	King's	60	62	65	64	64	65	65	65	65	65
56	<b>Total Graduate FTEs</b>	<b>108</b>	<b>103</b>	<b>103</b>	<b>104</b>	<b>71</b>	<b>78</b>	<b>78</b>	<b>78</b>	<b>78</b>	<b>78</b>
57	<b>Total Affiliate FTEs</b>	<b>6,681</b>	<b>6,448</b>	<b>6,299</b>	<b>6,317</b>	<b>5,408</b>	<b>5,384</b>	<b>5,476</b>	<b>5,605</b>	<b>5,696</b>	<b>5,822</b>
58	<b>Total FTEs - Western Complex</b>	<b>41,939</b>	<b>43,352</b>	<b>44,312</b>	<b>45,771</b>	<b>46,376</b>	<b>45,816</b>	<b>45,931</b>	<b>45,676</b>	<b>45,840</b>	<b>46,157</b>

**Table 12**  
**ENROLMENT PROJECTIONS: 2025-26 to 2029-30**

		Actuals					Projections/Plans				
		2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
	<b>Rows 59 to 98 Included above</b>										
59	<b>International Students</b>										
60	Constituent Full-Time										
61	Undergraduates	2,822	2,761	2,593	2,398	2,212	1,974	1,902	1,947	2,129	2,280
62	Medical Residents	130	173	189	207	225	200	200	200	200	200
63	Masters (excluding Ivey)	695	826	818	905	1,016	820	828	830	834	838
64	MBA (Regular), Ivey MSc	159	199	222	239	254	200	184	186	186	186
65	Executive MBA	1	2	1	0	0	0	0	0	0	0
66	Doctoral	686	798	875	941	954	907	864	856	854	844
67	Affiliates										
68	Undergraduates	1,390	1,233	1,144	1,027	784	669	528	464	474	538
69	Masters	4	4	3	3	0	1	1	1	1	1
70	<b>Year 1 Only</b>										
71	<b>Constituent</b>										
72	Arts & Humanities	221	248	202	257	281	280	280	285	285	285
73	Engineering	704	774	893	848	948	850	860	870	880	890
74	Health Sciences										
75	Foods & Nutrition					39	65	75	85	95	100
76	Family Studies					17	50	60	70	80	85
77	BHSc Program	407	421	387	477	466	430	435	440	445	450
78	Kinesiology	335	351	351	344	369	335	335	335	335	335
79	Nursing	159	142	142	176	187	190	205	205	205	205
80	MACS (Media and Communication Studies)	226	270	212	244	324	300	300	300	300	305
82	Music	117	94	88	98	144	145	145	145	145	145
83	Science - B.Med.Sci.	1,092	1,049	1,000	981	920	1,000	1,005	1,010	1,015	1,020
85	Science - Computer Science					481	500	505	510	515	520
84	Science - All Other	709	967	1,033	1,084	518	550	555	560	565	570
81	Social Science - MOS	1,072	1,052	1,151	1,200	1,054	950	970	985	1,000	1,010
86	Social Science - All Other	965	1,054	1,009	990	900	850	855	865	875	880
87	<b>Total Year 1 - Constituent</b>	<b>6,007</b>	<b>6,422</b>	<b>6,468</b>	<b>6,699</b>	<b>6,648</b>	<b>6,495</b>	<b>6,585</b>	<b>6,665</b>	<b>6,740</b>	<b>6,800</b>
88	<b>Affiliated University Colleges</b>										
89	Brescia	270	258	244	304						
90	Huron	489	448	417	575	685	720	720	720	735	750
91	King's	968	840	721	650	774	728	745	795	845	895
92	<b>Total Year 1 - Affiliates</b>	<b>1,727</b>	<b>1,546</b>	<b>1,382</b>	<b>1,529</b>	<b>1,459</b>	<b>1,448</b>	<b>1,465</b>	<b>1,515</b>	<b>1,580</b>	<b>1,645</b>
93	<b>Total Year 1 - Western Complex</b>	<b>7,734</b>	<b>7,968</b>	<b>7,850</b>	<b>8,228</b>	<b>8,107</b>	<b>7,943</b>	<b>8,050</b>	<b>8,180</b>	<b>8,320</b>	<b>8,445</b>
94	<b>Masters</b>										
95	All Programs (excluding MBAs)	3,301	3,545	3,429	3,512	3,803	3,689	3,737	3,758	3,763	3,770
96	Ivey (excl EMBA)	466	665	631	653	654	618	674	700	708	708
97	Executive MBA	102	150	171	205	207	250	234	236	236	236
For Information											
98	Year 1 Constituent International Students	592	610	684	622	523	580	630	680	730	780



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

	<b>Major Capital Projects</b>	<b>Status</b>
	<b>Category 1 -- Projects Underway or in Advanced Planning</b>	
1	<b>New Engineering Building</b>	Underway
2	<b>Undergraduate Residence -- University Drive Location</b>	Underway
3	<b>Renovations to Create the Donald K. Johnson Leadership Centre in Toronto (Ivey)</b>	Underway
4	<b>The Bioconvergence Centre -- Interdisciplinary Research &amp; Experiential Learning Facility</b>	In Advanced Planning
5	<b>Pathogen Research Centre Facility</b>	In Advanced Planning
6	<b>Renewal of Facilities at the West Campus (formerly Brescia)</b>	In Advanced Planning
7	<b>Replacement of University Drive Bridge</b>	In Advanced Planning
8	<b>University-wide Campus Sustainability/Energy Conservation/Infrastructure Projects (multiple stages -- ongoing)</b>	Ongoing
9	<b>Pedestrian-friendly Campus Initiatives -- <i>Open Space Strategy</i></b>	Ongoing
10	<b>Category 2 -- Projects in Various Planning Stages</b>	
11	<b>New Facilities for Health Sciences -- to support Enrolment Expansion</b>	Early Planning Stages
12	<b>Social Sciences Centre Realignment/Expansion</b>	Early Planning Stages
13	<b>Multi-Sport Field House -- with Parking Garage</b>	Early Planning Stages
14	<b>Category 3 -- For Future Consideration</b>	
15	<b>Western Commons -- Gathering/Collision Spaces</b>	
16	<b>Graduate and Upper-Year Housing -- Platt's Lane East</b>	
17	<b>Modernization of Schulich School's Medical/Dental Facilities</b>	
18	<b>Renewal/Replacement of Chemistry Laboratory Facilities</b>	
19	<b>Western in Downtown London</b>	
20	<b>Ivey Spencer Hotel and Conference Centre Renewal</b>	
21	<b>New Space for the McIntosh Gallery</b>	
22	<b>New Research Initiatives/Partnerships at the Research Parks</b>	
23	<b>Multi-Level Parking Structures</b>	
24	<b>Residence Renovation Projects</b>	
25	<b>Renewal: University Community Centre, Law Building, Spencer Engineering Building, Elborn College</b>	
26	<b>Asset Acquisitions</b>	

## 2025-26 Capital Budget

### A. The Nature of University Capital Expenditures

The Capital Budget for 2025-26 sets out Western's planned capital spending in the context of the proposed Long-Range Space Plan, as outlined in Table 13 of the Operating Budget. The various elements of capital spending are grouped into nine categories as shown in Table 14.

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 2025-26 total \$252.6 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. These types of 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 campus capital assets. Recent increases in overall construction and renovation costs have increased Western's buildings and infrastructure CRV. In addition, the successful integration of Brescia University College into Western on May 1, 2024 added 30,075 gross square meters of space across 6 major buildings. As shown in *Figure E*, our buildings and infrastructure have a CRV of approximately \$5,452 million (as at February 24, 2025).

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

	<b>Western University</b>	<b>CRV (\$M)</b>	<b>Square Metres</b>	<b>Major Buildings</b>
1	Major Non-Residential Buildings	3,419	599,479	80
2	Utilities and Infrastructure	230		
3	Subtotal, Eligible for MMI	3,649	599,479	80
4	Housing	1,344	278,522	15
5	Other Ancillary Buildings	460	71,983	11
6	Total	5,452	949,984	106

The University has approximately 599,500 gross square metres spread amongst eighty 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 279,000 square metres of Housing space in twelve 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.

With this background in mind, we describe 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 project timelines of more than one year. Renovations to major buildings will continue to be a part of our capital planning given that 68% of the 599,500 square metres in major buildings were built before 1995.
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. Such projects include roof replacement, interior and exterior painting, road, bridge, sidewalk repair, and general maintenance of structures and systems. Projects to advance the Open Space Strategy may be included in this category. A provision for unforeseen projects forms part of the allotment in this category which is based on historical experience.
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 \$16.3 million in 2025-26, are funded from Housing revenues. Housing has always set aside adequate funds to manage its maintenance expenditure.

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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.

Table 14 also includes Line A through M, additional information that is relevant to understanding the capital budget funding and financing, and maintenance expense metrics. Line A shows total sources of funding for the Capital Budget, including use of debt; line B, sources of funds less expenditure; line C, the accumulated 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. Changes in the capital reserve (line C) result from funding less expenditure (line B). Thus for 2023-24, line B shows a net source of \$65.1 million, the difference between funding of \$150.8 million and expenditure of \$85.7 million. In years where the expenditure exceeds sources of funding, the reserve is drawn upon as planned, as is forecasted in the 2025-26 budget for (\$111.1 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 2023-24, MMI expenditures were \$39.6 million, while the estimated replacement value of non-residential buildings, utilities, and infrastructure was \$3,024 million. The ratio of the two is 1.3%, as shown in line F. This ratio represents the contribution of maintenance, modernization and infrastructure expenditure to the replacement value of the buildings and infrastructure. Modernization and infrastructure expenditure is included as these projects often result in major renovation and infrastructure upgrades that relieve deferred maintenance expense.

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 increased to \$16.0 million in 2024-25, 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 2023-24, the transfer was \$15.5 million, and expenditures were \$39.6 million, so the ratio is 39.2%. 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. This amount represents how much of the annual MMI expenditure is funded by transfers from the annual Operating Budget.

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 over several years.

The value of line J in 2023-24 is \$22.4 million, or 0.7% (line K) of the replacement value in that year. A standard target in industry for this ratio is 2.0%; if large buildings last an average of 50 years, then average maintenance spending should be 2.0% of replacement value. When the actual ratio is consistently lower than 2.0%, as has been the case at Western and most Canadian universities recently, the level of deferred maintenance will grow. As Western renovates aging buildings, there will be years that deferred maintenance will decline as a result.

Major capital projects are outlined in Table 15. The projects reflect the Long-Range Space Plan (outlined in Table 13) and 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 list in Table 15 presents a variety of capital projects supporting academic, student and research spaces, as well as utilities and infrastructure improvements. With new construction projects, Western continues to utilize its scarce developable land in the core campus, often by using existing parking lots. This increases the pressure on available parking, and we continue to plan for construction of additional parking structures at the periphery of campus.

## **B. Sources of Funding and Capital Expenditures in 2025-26**

Table 16 displays sources of funding for budgeted capital expenditures with estimates of comparative data for 2024-25. There are five major sources of funding: 1) Government grants; 2) Western's Operating Budget; 3) One-time funds from Internally Restricted Net Assets; 4) Borrowing; and 5) 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 2024-25 (estimates as of March 18, 2025) and 2025-26 (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, 2021-22 TO 2025-26**  
**(\$000)**

Category	Purpose	Actual 2021-22	Actual 2022-23	Actual 2023-24	Projected 2024-25	Budget 2025-26
	<b>New Construction</b>					
1	New Construction (Table 17, line 14)	31,367	35,439	34,712	51,369	129,523
	<b>Maintenance, Modernization, and Infrastructure (MMI)</b>					
2	Major Building Renovations (Table 17, line 22)	27,539	11,321	5,608	14,928	24,553
3	Utilities and Infrastructure Projects	7,513	6,673	10,178	10,831	31,031
4	Modernization of Instructional and Research Facilities	8,925	10,682	12,053	7,743	10,608
5	General Maintenance and Modernization Projects	7,871	14,076	11,736	15,256	32,742
	Sub-Total MMI	51,848	42,751	39,576	48,758	98,934
	<b>Other</b>					
6	Housing Renovations	6,682	6,514	3,972	7,533	16,294
7	Ancillary Projects	2,859	2,261	1,637	2,845	4,847
8	Carrying Costs and Debt Repayments	963	904	839	800	800
9	Other Capital Expenditures	12,543	6,072	4,965	1,203	2,225
	Sub-Total Other	23,047	15,751	11,413	12,381	24,166
10	<b>Total Expenditures</b>	<b>106,262</b>	<b>93,941</b>	<b>85,701</b>	<b>112,508</b>	<b>252,623</b>

Line		Actual 2021-22	Actual 2022-23	Actual 2023-24	Projected 2024-25	Budget 2025-26
	<b>Sources of Funding, Reserves, and Debt</b>					
A	Total Sources of Funding, Including Debt (Table 16)	136,617	117,561	150,839	113,838	141,532
B	Sources of Funding less Expenditures	30,355	23,620	65,139	1,330	-111,091
C	Capital Reserve, Year End (Table 18)	184,067	207,687	272,825	274,155	163,064
D	Capital Debt Outstanding, Year End (Table 18)	328,661	320,623	312,246	303,552	294,608
E	Replacement Value of Non-Residential Buildings, Utilities & Infrastructure, \$M	2,162	2,414	3,024	3,649	3,824
F	MMI Expenditures/Replacement Value	2.4%	1.8%	1.3%	1.3%	2.6%
G	Annual MMI transfer from Operating to Capital Budget	15,500	15,500	15,500	16,000	16,000
H	MMI transfer/MMI Expenditures	29.9%	36.3%	39.2%	32.8%	16.2%
J	Estimate of Maintenance Expenditure	31,590	24,940	22,366	29,924	62,420
K	Maintenance Expenditure/Replacement Value	1.5%	1.0%	0.7%	0.8%	1.6%
L	Number of Major Buildings	98	99	99	106	106
M	Total Gross Square Meters (000's)	903	905	905	950	950

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, or in Advanced Planning</b>			
2	New Engineering Building	1	Q1 2025	Q3 2026
3	Undergraduate Residence -- University Drive Location	1	Q1 2025	Q3 2026/ Q2 2027
4	Renovations to Create the Donald K. Johnson Leadership Centre in Toronto (Ivey)	2	Q1 2025	Q2 2026
5	The Bioconvergence Centre -- Interdisciplinary Research & Experiential Learning Facility	1	tbd	tbd
6	Pathogen Research Centre Facility	1	tbd	tbd
7	Renewal of Facilities at the West Campus (formerly Brescia)	2	tbd	tbd
8	Replacement of University Drive Bridge	1	tbd	tbd
9	University-wide Campus Sustainability/Energy Conservation/Infrastructure Projects (multiple stages -- ongoing)	1,3&5	Ongoing	
10	Pedestrian-friendly Campus Initiatives -- Open Space Strategy	1&5	Ongoing	
11	<b>Projects in Various Planning Stages</b>			
12	New Facilities for Health Sciences -- to support Enrolment Expansion	1	tbd	tbd
13	Social Sciences Centre Realignment/Expansion	2	tbd	tbd
14	Multi-Sport Field House -- with Parking Garage	1	tbd	tbd
15	<b>Projects for Future Consideration (requires funding plan)</b>			
16	Western Commons -- Gathering/Collision Spaces	1	tbd	tbd
17	Graduate and Upper-Year Housing -- Platt's Lane East	1	tbd	tbd
18	Modernization of Schulich School's Medical/Dental Facilities	2	tbd	tbd
19	Renewal/Replacement of Chemistry Laboratory Facilities	2	tbd	tbd
20	Western in Downtown London	1&2	tbd	tbd
21	Ivey Spencer Hotel and Conference Centre Renewal	2	tbd	tbd
22	New Space for the McIntosh Gallery	1&2	tbd	tbd
23	New Research Initiatives/Partnerships at the Research Parks	1	tbd	tbd
24	Multi-Level Parking Structures	1	tbd	tbd
25	Residence Renovation Projects	6	tbd	tbd
26	Renewal: University Community Centre, Law Building, Spencer Engineering Building, Elborn College	2	tbd	tbd
27	Asset Acquisitions	9	tbd	tbd

*Dates may use calendar quarters as an estimate of the anticipated construction start and end periods. Projects completed in multiple phases may reference multiple end dates.*

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

		<b>Projected 2024-25</b>	<b>Budget 2025-26</b>
1	<b><i>Government Grants</i></b>		
2	MCU Annual Capital Grant (Facilities Renewal Program)	7,331	7,300
3	CFI BRIF - Pathogen Research Centre Facility	0	7,363
4	Ministry of Environment and Climate Change Canada (Decarbonization Incentive Program)	1,555	3,175
5	CFI SDRI Biotherapeutics Centre Renovation	0	950
6	Department of Natural Resources Canada (Zero Emission Vehicle Infrastructure Program)	438	0
7	<b><i>Sub-Total</i></b>	<b>9,324</b>	<b>18,788</b>
8	<b><i>Operating Budget</i></b>		
9	Operating Budget MMI Transfer - Base	16,000	16,000
10	Operating Budget MMI Transfer - Base (Ancillaries)	600	600
11	Operating Budget - FRSF Transfer	3,000	3,000
12	Operating Budget - CRC Transfer	880	816
13	Operating Budget - New Engineering Building	5,772	3,418
14	Operating Budget - Building Addition to support Enrolment Expansion Health Sciences	9,000	0
15	<b><i>Sub-Total</i></b>	<b>35,252</b>	<b>23,834</b>
16	<b><i>Major Strategic Opportunities Funding (MSOF) and Undistributed Investment Returns</i></b>	<b>10,276</b>	<b>6,069</b>
17	<b><i>Borrowing</i></b>		
18	Expansion of Residence Capacity	9,394	61,633
19	<b><i>Sub-Total</i></b>	<b>9,394</b>	<b>61,633</b>
20	<b><i>Other</i></b>		
21	Student Contribution - Western Student Recreation Centre	1,429	1,600
22	Sports & Recreation Services - Student Contribution for Artificial Turf Playing Fields	231	231
23	Student Contribution - New Engineering Building	200	200
24	Energy Conservation Incentives (Rebates)	300	200
25	Unit Contributions	37,064	7,836
26	Projects Funded by Housing	7,533	16,294
27	Projects Funded by Ancillaries	2,835	4,847
28	<b><i>Sub-Total</i></b>	<b>49,592</b>	<b>31,208</b>
29	<b>Total Sources of Funding (In-Year)</b>	<b>113,838</b>	<b>141,532</b>



**Table 17**  
**CAPITAL EXPENDITURES FOR NEW CONSTRUCTION AND MAJOR BUILDING RENOVATIONS**  
**2024-25 and 2025-26**  
**(\$000)**

		<b>Projected 2024-25</b>	<b>Budget 2025-26</b>
1	<b><i>Category 1: New Construction</i></b>		
2	Undergraduate Residence - University Drive Location	6,600	61,634
3	New Engineering Building	6,600	32,000
4	Pathogen Research Centre Facility	1,675	14,271
5	The Bioconvergence Centre - Interdisciplinary Research & Experiential Learning Facility	4,300	12,300
6	Multi-Sport Field House -- with Parking Garage	100	2,500
7	Health Sciences 4th Floor Addition	1,450	2,550
8	Ronald D. Schmeichel Building for Entrepreneurship and Innovation	17,250	2,181
9	Additional Space for Health Sciences - to support Enrolment Expansion	100	1,675
10	Biomedical Research Facility - Phase 1 of Medical School Project	823	223
11	Building Addition to consolidate Faculty of Education Clinics	4,000	189
12	Graduate and Upper-Year Housing - Platt's Lane East	2,400	0
13	Western Commons - Common/Gathering Spaces	6,071	0
14	<b><i>Total, Category 1</i></b>	<b><i>51,369</i></b>	<b><i>129,523</i></b>
15	<b><i>Category 2: Major Building Renovations</i></b>		
16	Renovations to Create the Donald K. Johnson Leadership Centre in Toronto (Ivey)	1,400	17,000
17	Social Sciences Centre Realignment/Expansion	0	4,000
18	Renewal of Facilities at the West Campus (formerly Brescia)	0	3,000
19	Weldon Library Modernization	9,848	530
20	Elborn College, Faculty of Health Sciences Expansion of Physical & Occupational Therapy	3,257	0
21	Fanshawe Boathouse/Rowing Centre Renewal	423	23
22	<b><i>Total, Category 2</i></b>	<b><i>14,928</i></b>	<b><i>24,553</i></b>

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

		Actual 2021-22	Actual 2022-23	Actual 2023-24	Projected 2024-25	Budget 2025-26
1	<b>A. Capital Reserves</b>					
2	General Capital Fund	47,218	56,427	50,586	47,522	17,956
3	Designated Capital Fund	136,849	151,260	222,239	226,633	145,108
4	<b>Total Capital Reserves</b>	<b>184,067</b>	<b>207,687</b>	<b>272,825</b>	<b>274,155</b>	<b>163,064</b>

		Actual 2021-22	Actual 2022-23	Actual 2023-24	Projected 2024-25	Budget 2025-26
5	<b>B. Capital Debt</b>					
6	New Construction, Major Renovations & Other	0	0	0	0	0
7	Housing	50,561	41,061	31,257	30,552	85,008
8	Research Park	12,300	11,662	10,994	10,200	9,600
9	Unused and Invested Debenture Proceeds	265,800	267,900	269,995	262,800	200,000
10	<b>Total Capital Debt</b>	<b>328,661</b>	<b>320,623</b>	<b>312,246</b>	<b>303,552</b>	<b>294,608</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 represent Western's proposed spending in the near future, however, the University continues to operate within a long-term planning horizon. As such, there are important long-term financial trends which must be understood when evaluating these budgets. Three such financial trends are: 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 a resource that can help Western advance its Long-Range Space Plan and Campus Development Strategy. However, while debt is an important component in our planning, financing requires an ultimate funding source. As a result, careful consideration must be taken to balance the levels of debt and ensure repayment and service costs remain financially sustainable for Western.

Western's Capital Debt consists of \$190 million and \$100 million debentures issued in 2007 and 2017, respectively. In 2013, the University also obtained a \$100 million fifteen-year amortizing facility, to finance a residence capital project. The University's debentures necessitate an annual credit rating. Standard & Poor's completed its review in February 2025 and the credit rating was upgraded to AA+, from AA. The outlook was changed to Stable, from Positive as a result of the upgrade.

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. The policy requires compliance with two ratios, and also utilizes monitoring ratios as part of its debt management strategy. The capital debt, as well as the policy ratios are shown in *Figure F* for the years ending April 30.

*Figure F*  
**CAPITAL DEBT and POLICY RATIOS**

		Compliance Ratios		Monitoring Ratios	
	Debt (\$M)	Net Assets-to-Debt Ratio (greater than 0.5x)	Debt Burden (less than 5%)	Debt per FTE (\$)	Debt/Revenues Available for repayment (%)
2021	345.9	3.7	1.9%	9,810	30%
2022	328.7	4.2	2.8%	8,907	30%
2023	320.6	4.6	1.8%	8,434	27%
2024	312.2	5.4	1.7%	7,920	23%
2025p	303.6	5.5	1.4%	7,421	22%

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, 2024, the University's accrued benefit liability relating to the employee future benefit plans was \$408.7 million (2023 - \$420.7 million). The annual expense for non-pension employee future benefits in 2024 was \$22.8 million (2023 - \$23.3 million).

Amongst major research universities, Western historically has one of the largest employee future benefits liabilities. *Figure G* outlines the University employee future benefits, the obligation and expense for years ending April 30.

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

	EFB Obligation (\$M)	EFB Expense (\$M)	Total University Expenses (\$M)	EFB Expense as % of Total
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%
2024	408.7	22.8	1,399	1.6%

### 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. 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, has completed a campus-wide facilities data review, conducted by a common vendor for the sector. This common approach has the benefit of improving consistency in estimates and in comparability across institutions. Western will continue to assess about 20% of its facilities data each year, however, with this analysis complete, the variability in estimates moving forward are more likely to reflect rising costs, versus changes in the estimation process.

As of February 24, 2025, the Facilities Management Division estimates that deferred maintenance at Western is \$348 million for non-residential buildings and \$57 million for residences. Approximately 62% 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 24, 2025, is outlined in *Figure H* as follows:

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

		Non-Residential Buildings	Combined Residences
1	Current Replacement Value (CRV)	\$3,649 million	\$1,344 million
2	Deferred Maintenance (DM)	\$348 million	\$57 million
3	DM/CRV	9.5%	4.3%

The average age of Western's buildings is 37 years and 68% of our buildings were built before 1995. 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 9.5% (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 \$3,649 million, spending on major maintenance for campus buildings at 2.0% should be in the range of \$73 million annually.

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

*Figure I*  
**MMI TRANSFER TO CRV RATIO 2021-22 to 2025-26**

		Actual 2021-22	Actual 2022-23	Actual 2023-24	Projected 2024-25	Budget 2025-26
1	MMI (\$M)	15.5	15.5	15.5	16.0	16.0
2	CRV (\$M)	2,162	2,414	3,024	3,649	3,824
3	Ratio	0.72%	0.64%	0.51%	0.44%	0.42%

Thus, the MMI transfer from the Operating to the Capital Budget is less than 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 1.8% for 2025-26 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.