

## **The Transition to Long-Range Space Plan 2**

August 23, 2008

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The Provincial Government has made a commitment to develop a ten-year \$60 billion infrastructure program for the Province. In response to this, the Ministry of Training, Colleges, and Universities (MTCU) has started the process that would put forward the long-term capital/space needs for the postsecondary sector.

As the first step, the MTCU has requested information from universities regarding their high priority capital projects. The request asks for two categories of projects: (a) three to five projects that are ready to be implemented and have already received the appropriate internal consideration and (b) longer-term projects that are in early stages of consideration. The projects are expected to support a number of provincial strategic priorities, including undergraduate and graduate capacity expansion, economic growth in the Province, excellence in PSE and specialization, pathways for students which lead from the colleges to universities, sustainability initiatives, and cross-sector partnerships including partnerships with non-PSE institutions/organizations. The MTCU's documents – the information request memorandum and the capital project template – are attached. It should be noted that the information is to be submitted by September 5, 2008.

At Western, we are well along in the implementation of our long-range space plan. The Province's \$60B Program gives us the opportunity to extend our current long-range space plan to include future space needs – i.e. we can now plan the *Transition to Long-Range Space Plan 2*. Our very preliminary attempt at Long-Range Space Plan 2 is based on the discussions from the most recent annual planning process. Following on the MTCU request for two categories of projects, we have included six "category 1" projects that are either well along in terms of detailed planning or under serious pre-planning stages and a number of "category 2 or longer-term" projects that have been brought forward during the recent planning process. The attached table contains the very preliminary/tentative list of the two categories of projects.

As we look ahead to our capital needs, we must carefully balance the need for incremental/new space and the need for renewal/modernization of existing space. As outlined in the MTCU's template, for each project we need to clearly identify the non-MTCU funding sources such as fundraising, federal government sources, private sector partnerships, and capital loans. Another important factor that must be considered within Western is the operating costs of new/incremental space – including how we fund these incremental costs and the implications for both the University's operating budget and unit operating budgets.

We will continue to discuss the ideas set out in this document over the coming months and through the fall 2008 planning process.

**THE TRANSITION TO LONG-RANGE SPACE/CAPITAL PLAN 2**

**August 23, 2008**

**ALL DATA ARE VERY PRELIMINARY -- AND COST ESTIMATES ARE IN 2008-09 DOLLARS**

Rank	Project	Category	Estimated Cost (\$M)	Request to MTCU (\$M)	New Space (SqFt)	Renewed Space (SqFt)	Cost / SqFt	Annual Operating Costs (\$M)	Description	Notes
	<b>CATEGORY 1 -- Immediate Start</b>									
1	<b>New Ivey Building</b>	New Construction	\$100.0	\$50.0	225,000		444	\$1.7	Would allow for expansion of the HBA (from 5 to 8 incoming classes) and the MBA(from 3 to 4 classes); necessary for Ivey to compete at the International level	Operating Costs = \$7.50 /sqft
2	<b>Physics &amp; Astronomy Building Renovations</b>	Renewal	\$25.0	\$16.0		97,000	258		Modernization of an outdated Science/Research Facility -- including electrical, HVAC, IT infrastructure and teaching/research facilities	\$9M already provided by the Province
3	<b>Stevenson-Lawson Building Renovations</b>	Renewal	\$20.0	\$15.0		124,000	161		To house programs with expanding graduate enrolments -- Classical Studies, Philosophy, History, Women's Studies. Will house 200 graduate students.	
4	<b>UCC Renovations -- to Create Classrooms</b>	Renewal	\$12.0	\$6.0		41,000	293		To create classrooms in space vacated by Campus Recreation -- to support graduate expansion and to meet our undergraduate teaching needs	
5	<b>Campus Sustainability Initiatives -- including Co-Gen</b>	Renewal	\$30.0	\$30.0		n/a	n/a		Replacement of windows, upgraded insulation, water management systems, electricity management systems, and Co-Generation.	
6	<b>Renewal of Current PPD Building -- for FIMS</b>	Renewal	\$15.0	\$10.0		57,500	261		New home for the expanding Faculty of Information & Media Studies. Will house 315 graduate students and expanded teaching facilities.	
	<b>Sub-Total</b>		<b>\$202.0</b>	<b>\$127.0</b>	<b>225,000</b>	<b>319,500</b>		<b>\$1.7</b>		

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	<b>CATEGORY 2 -- 2010 &amp; Beyond</b>									
	<b>Renewal of Current Ivey Facilities</b>	Renewal	\$25.0	\$25.0		160,000	156		Renewal of a central building to support graduate expansion, interdisciplinary studies, and an Institute for Advanced Study.	
	<b>Expansion of Medical School Facilities: Phase 1</b>	New Construction	TBD	TBD	TBD		TBD	TBD		Operating Costs = \$7.50 /sqft
	<b>Renewal of Medical School Facilities: Phase 2</b>	Renewal	TBD	TBD		TBD	TBD			
	<b>Convert the B&amp;G Courtyard into Common/Gathering Space</b>	New Construction	\$3.0	\$0.0	TBD		TBD	TBD		
	<b>North Research Campus</b>	New Construction (including cost of land)	\$17.5	\$17.5	40,000		438	\$0.2	Western's new/extended campus. This project will establish the infrastructure and support facilities for a number of proposed research projects.	Land, Infrastructure, and Support Facilities. Operating Costs = \$6.00 /sqft
	<b>CFI -- Astro-materials Facility</b>	New Construction	\$26.5	\$10.6	48,400		548	\$0.4	Part of the national network of astromaterials laboratories. Supports Canadian Space Agency's exploration activities. Allows for the handling, storage, and analyses of planetary materials in sterile lab environment.	40% to come from CFI - and "ask" is 40%. Operating Costs = \$7.50 /sqft
	<b>CFI -- WINDEE</b>	New Construction	\$25.0	\$10.0	50,000		500	\$0.4	WIND Environment and Energy Dome -- a breakthrough one-of-a-kind facility. Will allow for the study of simulated real wind systems in a 3D environment -- which promises to become a premiere facility in the world.	40% to come from CFI - and "ask" is 40%. Operating Costs = \$7.50 /sqft

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	<b>Performing Arts Facility</b>	New Construction (or Renewal ?)	\$40.0	\$20.0	60,000		667	\$0.5		Alumni Hall is 70,000 sqft. Operating Costs = \$7.50/sqft
	<b>Research -- Pharmaceutical Testing Facility</b>	New Construction	\$55.0	\$0.0	30,000		1,833	TBD		Operating Costs (including personnel) could be in the \$7M to \$9M range
	<b>Renewal of UC, DSB, SEB, Thames Hall, Music Bldg, Elborn, Nursing Facilities</b>	Renewal	\$175.0	\$175.0		775,000	226		Modernization of ageing teaching and research facilities across campus -- including electrical, HVAC, IT infrastructure and general modernization.	
	<b>New Facilities for Chemistry and Brain &amp; Mind</b>	New Construction	\$40.0	\$40.0	100,000		400	\$0.8		Replacement of Chemistry Addition. Operating Costs = \$7.50 /sqft
	<b>Consolidation of Psychology at Westminster Campus</b>	New Construction	\$22.0	\$22.0	60,000		367	\$0.4		Operating Costs = \$7.00 /sqft
	<b>Research -- Musculoskeletal Research Facility</b>	New Construction	\$25.0	\$25.0	62,500		400	\$0.5		Operating Costs = \$7.50 /sqft
	<b>Research -- Water and Wastewater Research Facility</b>	New Construction	\$15.0	\$15.0	37,500		400	\$0.3		Operating Costs = \$7.50 /sqft
	<b>Athletic Facility</b>	New Construction	\$20.0	TBD	65,000		308	\$0.5		Operating Costs = \$7.00 /sqft

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	<b>Sub-Total</b>		<b>\$489.0</b>	<b>\$360.1</b>	<b>553,400</b>	<b>935,000</b>		<b>\$3.8</b>		
	<b>Grand Total</b>		<b>\$691.0</b>	<b>\$487.1</b>	<b>778,400</b>	<b>1,254,500</b>		<b>\$5.5</b>		

Ministry of Training,  
Colleges and Universities

Deputy Minister

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**MEMORANDUM TO:** Executive Heads of Provincially-Assisted Universities,  
Algoma, Hearst and OCAD,  
Presidents of Colleges of Applied Arts and Technology

**CC:** Colleges Ontario, Council of Ontario Universities

**FROM** Philip Steenkamp  
Deputy Minister

**DATE:** June 25, 2008

**SUBJECT:** **Information Request: Long-term capital planning process**

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The Ministry is developing a comprehensive long-term capital planning process aimed at addressing the on-going need for strategic capital investments across the system. Our vision is that Ontario will have the most educated people and highly skilled workforce in the world in order to build the province's competitive advantage. We believe that in order to achieve this vision, we need to take an integrated approach across all policy areas, including capacity and infrastructure.

As you know, the government has made a commitment to develop a ten-year \$60 billion infrastructure plan for the province. In discussions with the Ministry of Public Infrastructure Renewal (MPIR), we have emphasized the importance of considering the long-term postsecondary education and skills training needs of the province as this plan is being developed. We will align our plan with other provincial infrastructure priorities and we will be supported by MPIR as we move forward on MTCU's long-term capacity plan.

As an initial step to this process, MTCU is seeking information from colleges and universities to be used to create and maintain an inventory of capital projects and major strategic infrastructure initiatives, identified by institutions as supporting their mission and academic priorities. The attached template has been developed to facilitate collection of this information. Institutions are invited to submit, by way of this template, information on three to five capital projects or initiatives, including projects related to satellite campuses that would be normally eligible for funding through MTCU's Major Capital Support Program. Institutions should identify projects which already have received the appropriate internal

consideration and that would be able to proceed on a timely basis in the event that funding from the Ministry were to become available.

Acknowledging that institutions will be at different stages with respect to their long-term planning, institutions are encouraged to include initiatives that may be relatively early in the planning process with the understanding that there will be opportunities for further discussions at a later date as MTCU's long-term capacity planning process becomes more developed. The Ministry would also like to be kept apprised of any changes in project details as circumstances and priorities evolve.

The Ministry is also asking postsecondary institutions to provide additional information and insight, where available, on longer term issues for your institution and region, including an overall assessment of future demand. We would also encourage institutions to provide data, where available, on applications and/or enrolment projections that may have been undertaken, including any analyses by program area. We are also interested in any existing space utilization and/or needs assessments and studies, and recent capital and/or master campus plans, if available please enclose copy.

In addition to creating an inventory of institutional long-term capacity priorities, the Ministry intends to initiate high-level consultations with institutions as we develop a PSE growth plan which will feed into the broader long-term capacity plan. This will present another opportunity for institutions to discuss regional enrolment and growth projections and other strategic long-term priorities and issues.

The Ministry has identified a number of potential multi-faceted strategic priorities for postsecondary education in Ontario which may be used to shape the Ministry's method of assessing proposed projects in the future. We are also interested in your ideas on these priorities and on any others that might be considered during long-term strategic capital planning. The potential strategic priorities include:

- a) Capacity expansion to meet the needs of students in high growth regions of the province and high demand programs, including future expansion of graduate programs;
- b) Capacity expansion with clear links to economic growth in Ontario, including sectors that are expected to see strong employment demand in the medium and long term (e.g., health related fields, business and financial education, science and technology and programs with ties to applied and theoretical learning);
- c) Investments that promote excellence in PSE and encourage specialization, building on existing institutional strengths;
- d) Investments that improve pathways for students (at all levels of education) and adult learners, collaboration between PSE institutions, and access for students particularly those who are currently under-represented and students in identified groups: francophone, first generation, aboriginal and students with disabilities.
- e) Investments that maintain the integrity and sustainability of current academic facilities, including investments that support energy efficiency savings and address current space shortages;

- f) Increasing opportunities for part-time and adult education, including distance and e-learning opportunities;
- g) Cross-sector or intra-sector partnerships (including partnerships with non-PSE institutions, research agencies, industry and hospitals, for postsecondary education initiatives and to further research and innovation;
- h) Expanding skills training capacity and support for apprenticeship in the case of colleges;
- i) Opportunities for alternative private and non-provincial government funding or arrangements;
- j) Positive community, regional, economic, and environmental impacts; and,
- k) Links to other provincial long term initiatives such as province's Growth Plan, Northern Prosperity Plan and the MoveOntario 2020 initiative.

Questions regarding this request may be directed to:

Colleges: Ken Decker, ken.decker@ontario.ca or (416) 325-4019

Universities: Jess Gillespie, jess.gillespie@ontario.ca or (416) 325-2813

Postsecondary Finance and Information Management Branch

Please send the information in both electronic and hard copy format to the Ministry staff identified above by **Friday September 5, 2008**.

I appreciate your cooperation on this matter and we look forward to working with all our institutions as we move to develop the Ministry's strategic long-term capacity planning process.



Philip Steenkamp  
Deputy Minister



**MINISTRY OF TRAINING, COLLEGES AND UNIVERSITIES**

**POSTSECONDARY INSTITUTION CAPITAL PROJECT TEMPLATE (Due September 5, 2008 to MTCU)**

The Ministry is developing an inventory of institutional capital priorities aimed at addressing the on-going need for strategic capital investments across the system. Please refer to the accompanying "Information Request: Long-term capital planning process" memo dated June 25, 2008. The Ministry encourages institutions to submit additional project information if available (i.e. proposals, project analysis, feasibility reports, etc).

INSTITUTION(S): \_\_\_\_\_

CAMPUS: \_\_\_\_\_

CAMPUS LOCATION: \_\_\_\_\_

PROJECT TITLE: \_\_\_\_\_

<b>Executive Summary</b>

**Project Description**

Project description should also include how this project fits into the institution's overall capital and academic plans and its impact on the institution's existing physical facilities and/or level of deferred maintenance.

**Impact of Project on Space Inventory**

Category	Gross Area (Sq.m)	Net Assignable Area (Sq.m)
New Construction		
Renovated/Altered		
Added		
Deleted		

**Impact of Project on Enrolment on an FTE Basis ( inc. all students)**

College		University	
Applied Degree		Undergraduate	
Diploma		Graduate	
Certificate			
Eligible P/T Activity			
Tuition Short			
Apprenticeship			

**Project Cost Summary – Current Year**

1. Contract/Purchase Price - Major Contract	\$
2. Contract/Purchase Price - Other Work	\$
3. Allowance for Professional Fees and Disbursements	\$
4. Contingency Allowance	\$
5. Furniture, Furnishings and Office Equipment	\$
6. Equipment	\$
7. Other Costs ( <i>permits, insurance, other soft costs...</i> )	\$
8. Total Estimated Project Gross Cost	\$
9. Less GST Rebates	\$
10. Total Estimated Project Cost	\$
11. Land and/or Building Acquisition	\$
12. Grand Total	\$

Project Funding by Source	Amount	% Secured
MTCU Request	\$	
Provincial Government and Agencies (non-MTCU)	\$	
Federal Government and Agencies	\$	
Institution's Own Resources (Campaign Funds, Donations etc)	\$	
Corporate Investments	\$	
Other (please specify)	\$	
Total Funds	\$	

Project Details
Duration of project to opening: _____ months.
Duration of design phase: _____ months.
Duration of construction phase: _____ months.
Number of new classrooms _____ representing _____% of new net assignable space.
Current classroom utilization rate: _____%.*
Number of new teaching laboratories _____ representing _____% of new net assignable space.
Current teaching laboratories utilization rate: _____%.*
Number of new research laboratories _____ representing _____% of new net assignable space.
Number of new shops _____ representing _____% of new net assignable space.
Current shops utilization rate: _____%.*
Faculty office space represents _____% of new net assignable space.
Admin office space represents _____% of new net assignable space.
Other (specify) _____ represents _____% of new net assignable space.
Impact on existing deferred maintenance: \$ _____

\*To calculate current utilization for the three areas, please use Fall and Winter data from the most current academic year.

**Access**

Provide an assessment of the project's contribution to improving accessibility to postsecondary education and/or skills training in Ontario. Give evidence that this project will increase opportunities for students, including part-time and adult education, distance and e-learning opportunities, skills training apprenticeship programs. Does this project involve cross-sector or intra-sector partnerships? How will this project improve pathways for students across the education sectors? How does this project address the needs of students in high growth regions of the province?

**Quality**

Provide an assessment of the project's contribution to improving the quality of postsecondary education and/or skills training in Ontario. How does this project support improvements to teaching, research and student learning experiences? Does this project support research and innovation in Ontario?

**Community/Regional Impact**

Provide an assessment of the project's contribution to developing the long-term economic strength of the province, region, and/or community. How does the project link to the economic growth of Ontario? How will this project positively impact community, regional, economic, societal, and cultural areas?

**Government Initiatives**

How does this project link to other long-term provincial initiatives, such as the Growth Plan for the Greater Golden Horseshoe, the Northern Prosperity Plan, the MoveOntario 2020 initiative, or Ontario's Action Plan on Climate Change? What is the project's environmental impact/contribution to sustainability? What are your institution's formal policies for maintaining campus facilities and infrastructure?

**Other Information**

Other information an institution would like to present regarding the project.

**Campus Profile (duplicate information is not required if all projects reside at one campus)**

**Land Holding:**

Total Campus Area (in hectares)	
Area Development (in hectares)	
Area Utilized for Parking (in hectares)	
Area Available for Development (in hectares)	
Area Unsuitable for Development (in hectares)	

**Facilities Profile:**

Number of Permanent Buildings of all Types	
Current Replacement Value of all Permanent Buildings	\$
Number of Portable/Prefabricated Buildings	

**Academic Facilities:**

Number of Buildings	
Current Replacement Value	\$
Current Deferred Maintenance Value	\$
Facilities Condition Index (FCI %)	
Average Age of Buildings	
Area in GSM of Buildings in Excellent Condition (FCI under 5%)	
Area in GSM of Buildings in Fair Condition (FCI 5 to 10%)	
Area in GSM of Buildings in Poor Condition (FCI over 10%)	
College Specific - GSF per FTE	
University Specific – Research/Teaching/ACAD Support 2007-08 I/G%	
University Specific – Total Space (1-15) 2007-08 I/G%	

Please provide a contact representative from your institution in the event that clarification or additional information is required.

\_\_\_\_\_

Name

\_\_\_\_\_

Position/Title

\_\_\_\_\_

Telephone Number

\_\_\_\_\_

Email

\_\_\_\_\_

Date