

The following Motions and Documents were considered by the Board of Governors at its June 21, 2013 meeting:

Agenda Title: **Chair's Remarks**

APPROVED MOTION: THAT the Board of Governors instructs Administration to lend its support and assistance wherever possible to its sister institutions in Southern Alberta in light of the current emergencies declared as a result of the recent flood.

Agenda Title: **Budget Principles**

APPROVED MOTION: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee and General Faculties Council, approve the budget principles that will guide the University in developing the strategies that will enable the institution to achieve a sustainable budget, as provided by the President's Executive Committee and as set forth in Attachment 1, to take effect upon final approval.

Final Item: 4.1

Agenda Title: **University of Alberta Universal Transit Pass (UPass) Fees**

APPROVED MOTION: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, approve the University of Alberta Universal Transit Pass (UPass) fees for 2013-14 and 2014-15, as set forth in Attachment I of the agenda documentation, subject to the finalization and execution of the contracts between the parties, and to take effect September 1, 2013.

Final Item: 4.2

Agenda Title: **TEC Edmonton Funding Extension: Motion to Replace Motion expiring on December 31, 2013**

APPROVED MOTION: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, approve that the University of Alberta continue the joint venture (TEC Edmonton) with Edmonton Economic Development Corporation (EEDC) and that the Board of Governors, on the recommendation of the Board Finance and Property Committee, approve a financial commitment to TEC Edmonton of \$1.5M per year for three (3) years, from 2014 to 2016, to fund operating costs. The Board will receive a report on TEC Edmonton activities on an annual basis and as otherwise requested, through the Office of the Vice-President (Research).

Final Item: 4.3

Agenda Title: **St. Joseph's College (SJC) – Women's Residence: Land Transfer**

APPROVED MOTION 1: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, approve the acquisition of Block 3 Plan 221 E.T. from St. Joseph's College for the nominal amount of one dollar (\$1.00).

APPROVED MOTION 2: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, approve, upon acquisition of Block 3 Plan 221 E.T., the transfer back of the land legally described as Lots 1 and 2 Block 3 Plan 221 E.T. containing approximately 0.656 hectares to St. Joseph's College for the nominal amount of one dollar (\$1.00).

APPROVED MOTION 3: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee:

- a) execute a Land Transfer Resolution to approve the transfer back of the land legally described as Lot 3 Block 3 Plan 221 E.T., subject to the prior approval of the Lieutenant Governor in Council under section 67 of the Post-secondary Learning Act, containing approximately 0.475 hectares to St. Joseph's College for the nominal amount of one dollar (\$1.00), to be completed upon St Joseph's College paying to the university sufficient funds, pursuant to the land lease, to permit the university to pay in full and discharge the mortgage granted by the university to the Alberta Capital Finance Authority to fund the development and construction of the residence; and
- b) make application to the Minister of Infrastructure for the required approval of the Lieutenant Governor in Council for the granting of the transfer outlined in a) of Motion 3, as set forth in Attachment 5.

Final Item: 4.4

Agenda Title: **St. Joseph's College (SJC) – Women's Residence: Capital Expenditure Authorization Request**

APPROVED MOTION: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, approve a capital expenditure of thirty-five million (\$35,000,000) in Canadian funds for the total project cost for the construction of the St. Joseph's College – Women's Residence.

Final Item: 4.5

Agenda Title: **St. Joseph's College (SJC) – Women's Residence: Borrowing Resolution and Order in Council**

APPROVED MOTION: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee:

- a) execute a Borrowing Resolution requesting approval of mortgage financing for the design and construction of the St. Joseph's College - Women's Residence project for a total borrowing amount not to exceed thirty million five hundred thousand dollars (\$30,500,000) in Canadian funds for a term of not more than thirty (30) years at an interest rate of not more than four and three quarter percent (4.75%); and
- b) make application to the Minister of Infrastructure for the required approval of the Lieutenant Governor in Council.

Final Amended Item: 4.6

Agenda Title: **Appendix XIX: South Campus Long Range Development Plan Amendment 2013**

APPROVED MOTION: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee and the GFC Facilities Development Committee, approve the proposed Appendix XIX: South Campus Long Range Development Plan Amendment 2013, as set forth in Attachment 2, as the basis for further planning; and approve the concurrent rescission of 'Section 6.2' of the Long Range Development Plan 2002.

Final Item: 4.7

Agenda Title: **Students' Union Building: Addition and Renovation - Capital Expenditure Authorization Request**

APPROVED MOTION: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, approve a capital expenditure of Thirteen Million Four Hundred Thousand dollars (\$13,400,000) in Canadian funds for the total project cost for the construction of the Students' Union Building – Addition and Renovation project.

Final Item: 4.8

Agenda Title: **Students' Union Building: Addition and Renovation – Borrowing Resolution**

APPROVED MOTION: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, execute a Borrowing Resolution requesting approval of financing for the design and construction of the Students' Union Building: Addition and Renovation project for a total borrowing amount not to exceed Thirteen Million Dollars (\$13,000,000) in Canadian funds for a term of not more than twenty-five (25) years at an interest rate of not more than four and three quarter percent (4.75%).

Final Amended Item: 4.9

Agenda Title: **Fraud and Irregularity Reporting and Response Procedure**

APPROVED MOTION: THAT the Board of Governors, on the recommendation of the Board Audit Committee, approve the revision, as noted in the attached document, to the Fraud and Irregularity Reporting and Response Procedure.

Final Item: 5.1

Agenda Title: **Board Investment Committee – Terms of Reference**

APPROVED MOTION: THAT the Board of Governors, on the recommendation of the Board Investment Committee, approve the revised Terms of Reference for the Board Investment Committee, as set forth in Attachment 1 to the agenda documentation.

Final Item: 6.1

Agenda Title: **University Funds Investment Policy**

APPROVED MOTION: THAT the Board of Governors, on the recommendation of the Board Investment Committee, approve the revised University Funds Investment Policy, as set forth in Attachment 1 to the agenda documentation.

Final Item: 6.2

Agenda Title: **Proposed Revisions to the UAPPOL Postdoctoral Fellows Policy**

APPROVED MOTION: THAT the Board of Governors, on the recommendation of the Board Learning and Discovery Committee, approve the proposed changes to the UAPPOL Postdoctoral Fellows Policy, as set forth in Attachment 1, to take effect July 1, 2013.

Final Item: 7.1

Agenda Title: **Merger of Augustana Faculty's Department of Fine Arts and Department of Humanities**

APPROVED MOTION: THAT the Board of Governors, on the recommendation of the Board Learning and Discovery Committee and General Faculties Council, approve the proposed merger of Augustana Faculty's Department of Fine Arts and Department of Humanities into a single Department of Fine Arts and Humanities, as submitted by the Dean of Augustana Faculty and as set forth in Attachment 1, to take effect July 1, 2013.

Final Item: 7.2

Agenda Title: ***University of Alberta 2012-13 Annual Report for submission to the Government of Alberta***

APPROVED MOTION: THAT the Board of Governors, on the recommendation of the Board University Relations Committee, approve and adopt the University of Alberta 2012-2013 Annual Report for submission to the Government of Alberta and empower the Associate Vice-President (Audit & Analysis) to make any editorial changes to the Report, as needed, as long as the changes do not have the force of policy.

Final Item: 8.1

Agenda Title: **Board Committee Appointments**

APPROVED MOTION: THAT the Board of Governors, on the recommendation of the Board Chair, Mr Douglas Goss, approve the appointments and reappointments to the Board and other Committees as set forth in Attachment 1 to the agenda documentation.

Final Item: 9.1

Agenda Title: **Board of Governors Adoption of Consent Agendas**

APPROVED MOTION: THAT the Board of Governors directs that the format of Agendas of the Board of Governors meetings and Agendas of the Board Standing Committee meetings be revised to include Consent Agendas.

Final Item: 9.2

OUTLINE OF ISSUE

Agenda Title: **Budget Principles**

Motion: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee and General Faculties Council, approve the budget principles that will guide the University in developing the strategies that will enable the institution to achieve a sustainable budget, as provided by the President's Executive Committee and as set forth in Attachment 1, to take effect upon final approval.

Item

Action Requested	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Recommendation <input type="checkbox"/> Discussion/Advice <input type="checkbox"/> Information
Proposed by	Martin Ferguson-Pell, Acting Provost and Vice-President (Academic); Phyllis Clark, Vice President (Finance and Administration)
Presenter	Martin Ferguson-Pell, Acting Provost and Vice-President (Academic); Phyllis Clark, Vice President (Finance and Administration)
Subject	Budget Principles

Details

Responsibility	Provost and Vice-President (Academic) and Vice-President (Finance and Administration)
The Purpose of the Proposal is (please be specific)	<p>On March 7, 2013, the Provincial Government tabled a budget that revealed an unexpected and significant reduction in the level of funding for Alberta's post-secondary sector. The University's Campus Alberta grant was reduced by 7.2 per cent, or \$43 million. This dramatic cut in funding, continuing restrictions on tuition revenue, the economic reality of low interest rates, and inflationary pressures on expenditures have resulted in substantial consolidated budget deficiencies in the current and forecast years.</p> <p>In response to these budget pressures and as outlined in the University's <i>2013 Comprehensive Institutional Plan (CIP)</i>, the University has developed a three-year plan that will bring the consolidated budget into a balanced position. The plan will require significant restructuring of the academy and administrative operations.</p> <p>As the University initiates academic, administrative, and operational planning to achieve restructuring and reorganization of academic and operational programs, the University has developed a set of budget principles as a guide in decision making.</p>
The Impact of the Proposal is	To have a set of budget principles that will guide the University community in making decisions regarding the reorganization of University academic and operational programs.
Replaces/Revises (eg, policies, resolutions)	N/A
Timeline/Implementation Date	The principles will be applied immediately upon Board approval in support of implementing the University's three-year plan to achieve a sustainable budget.
Estimated Cost	N/A
Sources of Funding	N/A
Notes	N/A

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Alignment/Compliance

<p>Alignment with Guiding Documents</p>	<p><i>Dare to Discover, Dare to Deliver</i>, Comprehensive Institutional Plan (CIP)</p>
<p>Compliance with Legislation, Policy and/or Procedure Relevant to the Proposal (please <u>quote</u> legislation and include identifying section numbers)</p>	<p>1. Post-Secondary Learning Act (PSLA) Section 26(1) states: “Subject to the authority of the board, a general faculties council is responsible for the academic affairs of the university and, without restricting the generality of the foregoing has the authority to [...] (o) make recommendations to the board with respect to affiliation with other institutions, academic planning, campus planning, a building program, the budget [...] and any other matters considered by the general faculties council to be of interest to the university[.] [...]”</p> <p>2. GFC Academic Planning Committee Terms of Reference/3. Mandate of the Committee/3. Mandate of the Committee: “The Academic Planning Committee (APC) is GFC’s senior committee dealing with academic, financial and planning issues. [...]”</p> <p>APC is responsible for making recommendations to GFC and/or to the Board of Governors concerning policy matters and action matters with respect to the following: [...]</p> <p>4. Budget Matters</p> <p>a. To recommend to GFC on budget principles. [...]</p> <p>3. Board Finance and Property Committee (BFPC) Terms of Reference:</p> <p><u>“3. MANDATE OF THE COMMITTEE</u></p> <p>Except as provided in paragraph 4 and in the Board’s General Committee Terms of Reference, the Committee shall monitor, evaluate, advise and make decisions on behalf of the Board with respect to all strategic and significant financial and property matters and policies of the University. The Committee shall also consider any other matter delegated to the Committee by the Board.</p> <p>Without limiting the generality of the foregoing, the Committee shall: [...]</p> <p>b) review and recommend to the Board the Integrated Planning and Budgeting Policy which includes guiding principles for changes to approved budgets and for transfer or reallocation of monies included in approved budgets c) review and recommend to the Board the annual and other budgets and major issues of policy related to budgets[.] [...]</p> <p>4. <u>LIMITATIONS ON DELEGATION BY THE BOARD</u></p> <p>The general delegation of authority by the Board to the Committee shall</p>

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	<p>be limited as set out in this paragraph. Notwithstanding the general delegation of authority to the Committee set out in paragraph 3, the Board shall:</p> <p>a) approve the guiding principles, budgets and changes to approved budgets and the transfer or reallocation of monies included in approved budgets;</p> <p>b) approve the annual and other budgets and major issues of policy related to budgets[.] [...]”</p>
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Routing (Include meeting dates)

Consultative Route (parties who have seen the proposal and in what capacity)	President’s Executive Committee – Operations for review May 2, 2013; President’s Executive Committee – Operations for formal endorsement May 9, 2013
Approval Route (Governance) (including meeting dates)	GFC Academic Planning Committee (May 22, 2013) – for recommendation to GFC; Board Finance and Property Committee (May 28, 2013) – for recommendation to the Board of Governors (subject to GFC approval); General Faculties Council (June 3, 2013) – for recommendation to the Board of Governors; Board of Governors (June 21, 2013)
Final Approver	Board of Governors

Attachment:

1. University of Alberta Principles for Achieving a Sustainable Budget (1 page)

Prepared by: Philip Stack, Associate Vice-President (Risk Management Services), pstack@ualberta.ca

University of Alberta

Principles for Achieving a Sustainable Budget

The University of Alberta will preserve the strength of the institution and its vision of excellence while achieving a sustainable budget. Change will be made in accordance with the university's bi-cameral governance processes that reflects the commitment to student and staff participation and the role of the Board in making final decisions. All decisions will be made in a timely way and communication with university stakeholders will be frequent and open.

In achieving a sustainable budget:

1. The university will honour its mission and its vision as a publicly-funded comprehensive academic research intensive university with national and international impact;
2. Resource allocation will favour those academic programs with demonstrable excellence in education (undergraduate and/or graduate and professional), research or service;
3. Job losses will be minimized;
4. The university will remain committed to the priorities identified in *Dare to Deliver* while focusing on research excellence, increasing the number of international students, increasing the number and quality of graduate students, strengthening university advancement, and delivering social impact through discovery, scholarship and innovation;
5. The university will continue to develop new resources in support of its mission and vision; and
6. The university will continue to identify efficiencies wherever possible to maximize use of resources.

OUTLINE OF ISSUE

 Agenda Title: **University of Alberta Universal Transit Pass (UPass) Fees**

Motion: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, approve the University of Alberta Universal Transit Pass (UPass) fees for 2013-14 and 2014-15, as set forth in Attachment I of the agenda documentation, subject to the finalization and execution of the contracts between the parties, and to take effect September 1, 2013.

Item

Action Requested	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Recommendation <input type="checkbox"/> Discussion/Advice <input type="checkbox"/> Information
Proposed by	Vice-President (Finance and Administration)
Presenters	Phyllis Clark, Vice-President (Finance and Administration); Brent Epperson, Graduate Students' Association (GSA) President; Petros Kusmu, Students' Union (SU) President
Subject	University of Alberta Universal Transit Pass (UPass) Fees

Details

Responsibility	Vice-President (Finance and Administration)
The Purpose of the Proposal is (please be specific)	To recommend approval of the new structure for the University of Alberta Universal Transit Pass (UPass) fees, subject to the finalization and execution of the contracts between the parties. Administration will assess and collect the fees on behalf of the SU and the GSA and remit to the City of Edmonton, City of St. Albert and County of Strathcona.
The Impact of the Proposal is	Outlined in detail in the attached proposal.
Replaces/Revises (eg, policies, resolutions)	N/A
Timeline/Implementation Date	September 1, 2013
Estimated Cost	See attachment 1
Sources of Funding	See attachment 1
Notes	N/A

Alignment/Compliance

Alignment with Guiding Documents	See attached document.
Compliance with Legislation, Policy and/or Procedure Relevant to the Proposal (please <u>quote</u> legislation and include identifying section numbers)	<p><u>Post-Secondary Learning Act Section 60(1)(b) states:</u> <i>The board of a public post-secondary institution shall ...</i> <i>(b) develop, manage and operate, alone or in co-operation with any person or organization, programs, services and facilities for the educational or cultural advancement of the people of Alberta.[.] [...]</i></p> <p><u>Post-Secondary Learning Act Section 62 states:</u> <i>Delegation of powers</i> 62 A board may delegate in writing to any person any power, duty or function conferred or imposed on it by this Act, except the power to make bylaws.</p> <p><u>BFPC Terms of Reference Section 3.d. states:</u> <i>Except as provided in paragraph 4 and in the Board's General Committee Terms of Reference, the Committee shall monitor, evaluate, advise and make decisions on behalf of the Board with respect to all strategic and significant financial and property matters and policies of the University. The Committee shall also consider any other matter delegated to the Committee by the Board.</i></p>

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	<p><i>Without limiting the generality of the foregoing, the Committee shall...</i></p> <p><i>d) review and recommend to the Board tuition and other like fees</i></p> <p><u>BFPC Terms of Reference Section 4 states:</u></p> <p><u>LIMITATIONS ON DELEGATION BY THE BOARD</u></p> <p><i>4. The general delegation of authority by the Board to the Committee shall be limited as set out in this paragraph. Notwithstanding the general delegation of authority to the Committee set out in paragraph 3, the Board shall:</i></p> <p><i>(e) approve tuition and other like fees[.] [...]</i></p>
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Routing (Include meeting dates)

Consultative Route (parties who have seen the proposal and in what capacity)	See attached document.
Approval Route (Governance) (including meeting dates)	Board Finance and Property Committee, May 28, 2013 (for recommendation) Board of Governors, June 21, 2013 (for approval)
Final Approver	Board of Governors

Attachment:

1. University of Alberta Universal Transit Pass (UPass) Fees (3 pages)

Prepared by: Martin Coutts
Associate Vice-President, Finance & Supply Management Services

University of Alberta Universal Transit Pass (UPass) Fees

Preamble

The Graduate Students' Association of the University of Alberta (GSA) held a UPass referendum during the period from March 25 to 27, 2013, in which the members of the GSA, by a majority vote of 92%, approved their support for the continuation of the UPass program for the next four years.

The Students' Union of the University of Alberta (SU) held a UPass referendum during the period from March 6 to 7, 2013, in which the members of the SU, by a majority vote of 84%, approved their support for the continuation of the UPass program for the next four years.

Based on the positive outcomes of each referendum, the University, the Student Associations and the City of Edmonton, Strathcona County and the City of St. Albert are moving forward with renewing the UPass program to continue to provide participating students with a lower cost transportation option, reduce the traffic congestion and demand for parking at the University of Alberta and surrounding areas, lower vehicle emissions, increase transit ridership and improve the mobility and transit access of participating students within the three municipalities.

The UPass will provide unlimited use of regular transit service (excluding special event, contracted and charter services) from Edmonton Transit System, St. Albert Transit, and Strathcona County Transit during the Fall, Winter and Spring/Summer terms to graduate and undergraduate students enrolled at University of Alberta campuses located within the Edmonton city limits (i.e. excluding those students enrolled at Augustana Campus).

Application of UPass:

The UPass program will be mandatory for all graduate and undergraduates students with the exceptions noted below:

A. Opting Out of UPass:

Only the following Students may opt out of the UPass Program:

- Students unable to make use of ordinary transit services by reason of disability;
- Students employed by Edmonton Transit System, St. Albert Transit, or Strathcona County Transit;
- Students enrolled in a work-experience, co-op, or practicum program who are fulfilling the majority of their course requirements outside the boundaries of the three Municipalities for the majority of a School Term;
- Students enrolled at another post-secondary educational institution who are required to participate in a transportation program similar to the UPass Program.

For greater certainty, Students are not eligible to opt out of the UPass Program by reason only that they reside outside of the transit service area then offered by the Municipalities, or any of them.

B. UPass Exemption:

Exempt Student for any School Term means a Student who is not enrolled in any course for credit located on a University of Alberta campus within any of the Municipalities for that School Term.

Individual students no longer have the ability to opt in to the UPass program. However there are provisions for identifiable groups of Exempt Students to opt in as a whole.

UPass Fees

All graduate and undergraduate students for whom participation in the UPass program is mandatory, as described above, will be assessed a UPass Fee for each school term. The approved rates for 2013-14 and 2014-15 are (after applying the subsidy provided by the University of Alberta):

- **2013-14: \$122.92 per student per term**
- **2014-15: \$129.17 per student per term**

Note that the UPass is now a year round program, with the Spring/Summer UPass having been introduced for GSA members in 2011 and for SU members in 2013 (the University's Spring and Summer terms are treated as one four month term for the purposes of the UPass program).

On behalf of the SU and the GSA, the University will assess and collect the UPass Fees and will remit the UPass Fees to the three Municipalities. It is important to note that none of the UPass Fees thus collected flow into the general revenues of the University.

The University has subsidized the full cost of the UPass Program since its inception by remitting one sixth (16.67%) of the unsubsidized cost per student per term to the Municipalities, in addition to the UPass fees collected on behalf of the SU and GSA. The requirement for funding to support the University's additional contribution was originally identified during the University's 2007-08 annual budgeting process, as part of the Travel Demand Management (TDM) initiative. It is important to note that the additional contribution has not been funded from the University's Operating budget.

However, due to increasing UPass rates and the expansion of the program to include the Spring/Summer term, University Administration is forecasting that it will no longer be able to subsidize the UPass Program at the one sixth (16.67%) level after 2014-15. To continue to do so would require some funding support from the Operating budget, which is not possible at this time, given the University's current budget situation.

Accordingly, approved subsidized rates (as detailed above) have only been agreed to for the first two years of the 4-year extension of the UPass Program. Administration is currently in discussions with the SU and GSA Executives as to what level of subsidy is supportable for the

following two years (2015-16 and 2016-17) and beyond (assuming there is approval for the continuation of the UPass program after 2016-17).

Contracts that set forth the parties' respective rights and obligations in respect of the UPass Program are expected to be finalized and executed before the end of June 2013. A contract is being drafted between the University and the three participating Municipalities, and separate contracts are being drafted between the University and each of the Student Associations.

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OUTLINE OF ISSUE

Agenda Title: **TEC Edmonton Funding Extension: Motion to Replace Motion expiring on December 31, 2013**

Motion: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, approve that the University of Alberta continue the joint venture (TEC Edmonton) with Edmonton Economic Development Corporation (EEDC) and that the Board of Governors, on the recommendation of the Board Finance and Property Committee, approve a financial commitment to TEC Edmonton of \$1.5M per year for three (3) years, from 2014 to 2016, to fund operating costs. The Board will receive a report on TEC Edmonton activities on an annual basis and as otherwise requested, through the Office of the Vice-President (Research).

Item

Action Requested	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Recommendation <input type="checkbox"/> Discussion/Advice <input type="checkbox"/> Information
Proposed by	Phyllis Clark, Vice-President (Finance & Administration)
Presenter	Phyllis Clark, Vice-President (Finance & Administration)
Subject	TEC Edmonton Joint Venture Funding Agreement

Details

Responsibility	Vice-President (Finance and Administration), Vice-President (Research)
The Purpose of the Proposal is (please be specific)	Supersedes the motion approved by the Board on December 5, 2008.
The Impact of the Proposal is	To ensure that all TEC Edmonton operations to continue.
Replaces/Revises (eg, policies, resolutions)	Supersedes the motion approved by the Board on December 5, 2008: <i>2008 Motion: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, approve that the University of Alberta continue the joint venture (TEC Edmonton) with Edmonton Economic Development Corporation (EEDC) and that the Board Finance and Property Committee recommend that the Board of Governors approve a financial commitment to TEC Edmonton of \$1.5M per year for five (5) years, from 2009 to 2013, to fund operating costs. The Board will receive a report on TEC Edmonton activities on an annual basis, and as otherwise requested, through the Office of the Vice-President (Research).</i>
Timeline/Implementation Date	December 31, 2013
Estimated Cost	\$4.5 Million Dollars
Sources of Funding	The University will continue to rely on the sale of shares. Any shortfall will be dealt with on a year-by-year basis as a budget request
Notes	It is understood that TEC Edmonton will not become a separate, legal or self-sufficient venture. Should the Government of Alberta move to take over TEC Edmonton, all funding will be withdrawn. Should the Government of Alberta initiate a similar venture, the University will look to revise the current agreement accordingly. The Board will receive a report on TEC Edmonton activities on an annual basis and as otherwise requested, through the Office of the Vice-President (Research).

	Further notes can be found in Attachment #1.
Alignment/Compliance	
Alignment with Guiding Documents	Dare to Discover, Dare to Deliver, Comprehensive Institutional Plan
Compliance with Legislation, Policy and/or Procedure Relevant to the Proposal (please quote legislation and include identifying section numbers)	<p>Post-Secondary Learning Act (PSLA) provisions:</p> <p><u>Section 60:</u> General powers and duties <i>60(1) The board of a public post-secondary institution shall</i> <i>(a) manage and operate the public post-secondary institution in accordance with its mandate,</i> <i>(b) develop, manage and operate, alone or in co-operation with any person or organization, programs, services and facilities for the educational or cultural advancement of the people of Alberta.</i></p> <p><u>Section 68:</u> Ownership of intellectual property <i>68(1) Unless otherwise agreed to by the board, the ownership of any invention, work, information or material, regardless of form, including any patent, copyright, technological or industrial design process or trademark acquired or produced by an officer of the post-secondary institution or an employee of the board that results from or is connected with the officer's or employee's duties or employment vests in the board and may be made available to the public under conditions, on payment of fees or royalties or otherwise, as the board may determine.</i> <i>(2) The board may compensate a person described in subsection (1).</i> <i>(3) The board may enter into an agreement with a person to whom the board has provided or proposes to provide facilities, equipment or financial aid providing for the respective rights, obligations and liabilities of the board and the person with respect to the ownership of any invention, work, information or material, regardless of form, including any patent, copyright, technological or industrial design process or trademark acquired or produced by the person while engaged in a project funded in whole or in part by the board.</i></p> <p><u>Section 75 (3)</u> <i>Banking and investment</i> <i>75(1) A board must, for the purposes of short-term cash management, keep its funds in a bank, a treasury branch, a credit union, a loan corporation or a trust corporation.</i> <i>(2) When making investments a board must adhere to the investment and lending policies, standards and procedures approved under subsection (3).</i> <i>(3) The board must, by resolution, approve policies, standards and procedures that a reasonable and prudent person would apply in respect of a portfolio of investments to avoid undue risk of loss and to obtain a reasonable return.</i> <i>(4) The contravention of subsection (2) does not by itself make any agreement or transaction void or invalid.</i></p> <p>Board Finance and Property Committee Terms of Reference state:</p>

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	<p>3. <i>Except as provided in paragraph 4 and in the Board’s General Committee Terms of Reference, the Committee shall monitor, evaluate, advise and make decisions on behalf of the Board with respect to all strategic and significant financial and property matters and policies of the University.</i></p> <p>4. LIMITATIONS ON DELEGATION BY THE BOARD</p> <p><i>The general delegation of authority by the Board to the Committee shall be limited as set out in this paragraph. Notwithstanding the general delegation of authority to the Committee set out in paragraph 3, the Board shall:</i></p> <p><i>a) approve the guiding principles, budgets and changes to approved budgets and the transfer or reallocation of monies included in approved budgets;</i></p> <p><i>b) approve the annual and other budgets and major issues of policy related to budgets;</i></p> <p>In addition, the following Board-approved University policies are relevant:</p> <ol style="list-style-type: none"> 1. University of Alberta Patent Policy and associated procedures 2. University Funds Investment Policy 3. Conflict Policy – Conflict of Interest & Commitment and Institutional Conflict Policy
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Routing (Include meeting dates)

Consultative Route	
Approval Route (Governance) (including meeting dates)	Board Finance and Property Committee (May 28, 2013) – for recommendation Board of Governors (June 21, 2013) – for approval
Final Approver	Board of Governors

Attachment:

1. TEC Edmonton Funding Request to BFPC May 28, 2013 (11 pages)

Prepared by: Phyllis Clark, Vice-President (Finance & Administration) phyllis.clark@ualberta.ca

TEC Edmonton Funding Request

Supporting Documentation to Board Finance and Property Committee

28 May 2013

SUMMARY AND HIGHLIGHTS FOR 2012/13

- Through provision of expert advice, and a broad community network, TEC Edmonton helps start and grow technology companies in the region. 54% of last year's ~120 clients come from the community, 34% are university spin-offs, and 12% are not-for-profit or government organizations.
- 2012-13 Economic Outcomes Survey results:
 - o 103 TEC Edmonton clients from 2012/13 grew revenue 25% versus 10% growth of comparable companies in broader economy.
 - o Job growth from 938 to 1183: 245 new jobs and 26% employment growth.
 - o \$106M revenue, \$30M of which was export revenue.
 - o \$54.9M funding sourced, of which \$21.1M was investment capital (\$7.8M Angel Financing and \$13.3M Other Equity Financing).
 - o \$31.5M R&D investments undertaken.
 - o Broad job growth across many companies and sectors.

Conclusion: Companies that access incubators such as TEC Edmonton do substantially better than early stage tech companies in general.

- Of the \$54.9M in financing and funding that our clients sourced in 2012/13, TEC directly contributed to \$32M of this.
- Multiple funding sources to TEC (grants, commercial revenue, sponsorships, and license income) provide evidence of broad community support, outstanding return on investment to funders, and financial stability for TEC Edmonton.
- In addition to continued enhancement to two former core programs (Business Development and Technology Transfer), TEC Edmonton has launched an expanded Entrepreneur Development Program, and is working with the University to provide extended entrepreneurship training to graduate students.
- Going forward:
 - o UAlberta ranks 9th among 131 major North American universities for creation of spinoffs that are still operational. This is evidence of the University's already strong commercialization outcomes. TEC can, in conjunction with the University and the City, play a stronger role in advancing the University's direct contributions to commercial outcomes, in support of provincial government goals. Full exploration of options is needed, but a few options are presented near the end of this report.
 - o TEC is well positioned to access newly announced federal funding to support business incubators.

INTRODUCTION

Since its inception in 2004, TEC Edmonton has established a strong reputation for effectively moving early stage technology companies and opportunities to successful commercial status. As a partnership between the University of Alberta and the City of Edmonton through Edmonton Economic Development Corporation (EEDC), TEC Edmonton is the commercialization agent for the University of Alberta and delivers business development and technology transfer services to companies and innovators in the greater Edmonton region. We provide services to both university spinoffs and companies from the broader community, with about 65% of our clients coming from outside the university. Through its

business services, technology management and entrepreneur development programs, TEC Edmonton has established a comprehensive strategy for building the innovation system in Alberta – from technology identification and development through to creation of sustainable long-term businesses. TEC Edmonton’s comprehensive programs help Alberta researchers, entrepreneurs and companies – our clients – be more successful: they get technologies to market faster, their businesses are more valuable, and they have a higher survival rate.

MISSION:

TEC Edmonton’s purpose is to accelerate growth of emerging technology-based companies. Through its people, networks and facilities, TEC Edmonton develops the Edmonton region’s innovation reputation worldwide by:

- Commercializing technology from private, university, and public sources;
- Helping build successful innovation-based companies;
- Fostering and promoting innovation and new enterprise development.

VISION:

The prosperity resulting from TEC Edmonton’s programs, working in partnership with the community, will contribute to Edmonton’s recognition as one of North America’s leading regions for wealth creation through innovation.

OUR PROGRAMS

As the Edmonton region’s largest innovation service provider, TEC Edmonton links university and community innovation to facilitate rapid commercialization for emerging technologies, drive innovation and diversification in the economy, and create a better quality of life for our region. Within TEC Edmonton and through our partnership with other service providers, we deliver a broad range of business, technology management and entrepreneur development services. We are a team with comprehensive experience and knowledge with the flexibility to meet each client’s individual needs.

TEC Edmonton helps inventors, entrepreneurs and Alberta companies – our clients – create and accelerate the growth of advanced technology businesses through the following programs:

A. Business Services

Business Services provides a team of Executives-in-Residence (EIRs), experienced technology company executives who provide customized advice to select early stage companies where we can directly contribute to their success by reducing risks in their early-stage businesses. This includes:

- Assisting businesses with the development of strategic and operational implementation plans, including technical and market opportunity assessments; business, marketing, financial plans; investor presentations; and corporate finance materials.
- Helping entrepreneurs grow viable high-technology businesses with one-on-one coaching and mentoring.
- Assisting clients to become investment ready and successful in securing non-dilutive funding, and raising early stage and follow-on investment capital.
- Incubating companies in our business incubation facility, the TEC Centre at Enterprise Square.
- Coordinating a network of angel investors who fund early stage companies through the Alberta Deal Generator.

- Provide management and board expertise to start-up or early stage companies.

B. Technology Management

- Managing intellectual property (IP): assessing, advising and developing IP protection strategies.
- Negotiating, drafting and managing the legal agreements to establish a successful commercial relationship, and/or transfer technology to a licensee company or new venture.
- Working with inventors to assemble the elements needed to test the commercial feasibility of new technologies, such as assisting them in seeking relevant research and development funding.

C. Entrepreneur Development

- Offering a *Business Basics for Innovators* program to help inventors, entrepreneurs and students understand the fundamentals of growing a business, how to overcome barriers to success, and become sought after targets for investment.
- Delivering the above program to student entrepreneurs with ABCampus, a student-led entrepreneurship group on campus.
- Developing entrepreneurial skills and talent through outreach programs such as the pan provincial VenturePrize Business Plan Competition, Go-To-Market Planning and Sales seminar, and Alberta Deal Generator Boot Camp.
- In collaboration with professional service providers in the community, provide business advisory and development services through TEC Source Advisory Panel.
- Building capacity and enhancing the entrepreneurial talent pool of highly qualified people (HQP) through TEC Edmonton's internship program.
- Connecting entrepreneurs to investors, industry, coaches/mentors and other service providers in Alberta innovation system.

ECONOMIC IMPACT

TEC Edmonton has a direct impact on the regional economy by:

- **Helping create and grow sustainable companies:** increasing the wealth in the region through the creation and growth of successful businesses with global potential;
- **Developing people:** increasing the pool of highly qualified people and the retention and attraction of talent in Alberta;
- **Diversifying the economy:** contributing to the growth of sustainable knowledge-based sectors;
- **Attracting investment:** helping to build investment opportunities in the region.

A. Direct Measured Outcomes

As a partial record for the last year, TEC Edmonton was either fully responsible for or a substantial contributor to the following regional outcomes, which show **TEC Edmonton's contribution to economic activity in the region has been at least \$130M (measured by client revenue plus R&D investments) in fiscal 2012/13 and \$90 million for the 2011/12 year.**

TEC conducted a Client Economic Outcomes Survey for the second consecutive year – a first for any innovation service provider in Alberta, we believe – that showed that TEC Edmonton clients do better. Highlights for the last two years are:

Description	2011-12	2012-13
# of Orgs Surveyed	74	103
Annual Gross Revenue	\$73.4M	\$106.2M
Employment created	Employment grew 25%, from 600 to 748; 148 new jobs in 49 orgs	Employment grew 26%, from 938 to 1183; 245 new jobs in 72 orgs
Total Sales	\$61.5M	\$73.3M
• Domestic	\$33.8M	\$43.3M
• International	\$27.7M	\$30.0M
Financing/Funding Raised	\$29.6M	\$54.9M
R & D Investment	\$17M	\$31.5M
Products/Services Launched	58 in 42 orgs	122 in 52 organizations
Prototypes Developed	135 prototypes in 48 orgs	155 prototypes in 64 orgs

Some other highlights:

- Companies less than 5 years old created the most jobs. This is consistent with entrepreneurship data from other regions and countries: young companies create by far the most jobs, and job growth happens broadly across many companies. Rarely is it created in one or two “big wins”, and when it is, as evidenced by companies such as RIM and Nortel, success is often transient. Broad-based growth of many small companies appears to be a better economic development strategy.
- The smallest and youngest companies in our survey received comparatively less government funding, but created the most new jobs. The larger companies received more funding, and grew more slowly. This suggests that policy initiatives should primarily focus on creating an environment that favors creation and growth of early stage companies.

We will continue to conduct this survey annually to measure company outcomes over the long term.

The following table shows some of the major activity metrics TEC Edmonton tracks, and their growth over the last 5 years.

Performance Measure	(Apr 1 – Mar 31) 2008/09	2009/10	2010/11	2011/12	2012/13
Contacts & Referrals	265	675	547	529	504
Active Licenses & Options	198	192	215	282	292
Licenses/Options Executed	23	17	23	19	24
Gross License Revenue (\$K)	892	924	1302	910	832
New Active Portfolio Projects, including spinoff companies	7	23	40	81	117
Commercial Revenue to TEC	n/a	27	566	1111	1637
Financing/Funding Raised for TEC Clients (\$M)	4.5	6.3	39.7	23.9	32
TEC Interns	5	4	4	4	4
Education & Entrepreneur Events	89	102	99	142	157
TEC Centre Occupancy	88%	91%	88%	91.5%	96%

In addition to the above measures, in the last 5 years (since April 2008), TEC Edmonton has achieved additional significant outcomes:

- Of the 78 University spinoffs still operational, 68 have retained their head offices in the Edmonton region. This ranks University of Alberta 9th of ~131 major North American universities for creation of sustainable spinoffs.
- Assisted ~2,600 innovators, entrepreneurs and companies. This involves a) initial meetings and advice, b) referrals to other service providers, and c) provision of direct services to their enterprises.
- Helped secure commitments for ~\$73M of funding and financing for our clients to the end of fiscal 2012/13.
- Maintained client occupancy in our incubator - the TEC Centre - of over 96%. As of now our ~30 incubator tenants employ more ~250 people in the TEC Centre.

B. Financial Return to the University

The following table outlines the direct financial benefit to the University over the eight years of TEC's operation. This totals ~\$54 million, including license revenue, cashed in equity, IP asset value growth, rent collections, direct proceeds to University overhead, and contributions to Enterprise Square facility

acquisition and renovation. (We have not included equity value changes for University equity holdings that predate TEC Edmonton).

2006-2013 (8 years)

Receipts and Asset Growth

Net License Revenue	4,098,775
Cashed in Equity (Note 2)	531,480
Equity Growth (Net) (Note 2)	443,960
IP Asset Growth (Note 1)	1,814,830
Facility	37,500,000
Rent	1,279,184
Univ Proceeds from Research Grants	8,844,384
<u>Total In</u>	<u>54,512,613</u>

Expenses

TEC Edmonton Funding	13,850,000
Pre JV License Revenue to TEC	1,593,142
<u>Total Out</u>	<u>15,443,142</u>

Add back expenses independent of TEC

IP Office	11,858,430
Patent Expenses (Net)	3,371,989
<u>Total Add back</u>	<u>15,230,419</u>

<u>Net</u>	<u>54,299,890</u>
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C. Some Client Highlights

- Creation of Respirlyte Inc., a new University of Alberta spinoff commercializing a diagnostic tool for diagnosing asthma. Funding for the costs for this company was obtained from Allergen, a National Centre of Excellence.
- Coordinating 10 new spinoffs from University of Alberta from the faculties of Medicine, Engineering, and Science, with application areas ranging from sensors for the oil and gas industry to novel therapeutics.
- Assisted AllerGen NCE Inc. to receive a 7-year renewal as a National Centre of Excellence. TEC Edmonton, under contract to Allergen NCE Inc., provided substantial input on writing the renewal especially in the area of technology commercialization.
- Assisted Metabolomics Technology Inc., a University of Alberta spinoff, obtained both grant and equity financing (\$250K) to further its technology development. One of TEC Edmonton's EIRs has been appointed as CEO of the company.
- Edmonton Radioisotope Centre (ERC): wrote successful federal funding application that provided additional \$5M in funding bringing the total funding received to \$31 million. Provided ongoing management advice and services. One of TEC Edmonton's EIRs moved into a full time position at ERC effective July 1, 2012.
- Gentec: Facilitated the establishment of University of Alberta spinoff, Delta Genomics and placed one of TEC Edmonton's former employees as a full-time VP Business Development.

Result is a new business generating \$7 million of business in the region over the next three years.

- Athabasca University (AU): Facilitated AU in obtaining funding from Alberta Innovates Technology Futures (AITF) for TEC Edmonton to become its commercialization agent. In the process of generating a number of spinoff companies from technologies developed by AU faculty.
- Providing ongoing market research for AITF on some of its technologies.
- Provided market research for clients of TRTech.
- With funding from TECTERRA Inc., prepared five market assessments and business plans for client companies in the geo-informatics space.
- Raised over \$2 million for Element Industrial Solutions Inc. and placed one of TEC Edmonton’s former EIRs as CEO of the company.
- Five EIRs have become either CEOs or senior executives at client companies, some of which are listed above.
- Established an agreement with the National Research Council for funding of a regulatory specialist to provide services for companies across Alberta.
- Radiant Technologies Inc.: helped the company secure \$7 million in financing to build a plant in Edmonton. Placed EIR as CEO of company. This company has moved its head office from BC to Edmonton partially as a result of TEC Edmonton’s involvement.
- Edmonton Waste Management Centre for Excellence: providing strategic and management expertise through an ongoing contract.
- Willowglen Systems Inc.: prepared Confidential Information Memorandum to prepare company for equity financing.
- TEC Edmonton was successful in receiving 15 Innovation Vouchers from AITF for market assessment and business plans for client companies.

D. TEC Financial Highlights

TEC Edmonton is financially healthy and has multiple long-term sources of revenue. This provides stability, and more importantly, demonstrates community commitment to our vision and model.

	09/10 Actual	10/11	11/12	12/13 (unaudited)
Revenue	\$5.2M	\$6.0M	\$6.9M	\$7.6M
Surplus	~\$100K	~\$400K	~\$200K	\$202K
Working Capital	\$0K	\$750K	\$1000K	\$1,339K
Commercial revenue	\$100K	\$500K	\$1100K	\$1,764K
Multi-year funding commitments	1 (University)	3 (University, City – 6 year renewal, WED – 3 year renewal)	4 (previous plus Province of AB through AITF)	4

E. TEC Mission Return on Investment

We calculate that **TEC Edmonton generates at least \$7 of direct new economic activity in the region for each \$1 invested in TEC Edmonton by funders in aggregate.** Because TEC Edmonton has diverse sources of funding, each funder realizes an even higher return on its investment.

The Background Material section, later in this document, describes how we model the above return on investment (ROI) calculation.

F. Other ROI Factors

- I. *Leverage with other funders:* Over the past eight years the University of Alberta has contributed ~\$12 million towards the operations of TEC Edmonton and over the past eight years the City of Edmonton, through EEDC, has contributed \$8 million. The \$1.5 million annual investment by the University is leveraged with other funding sources for an annual budget of ~\$7.5 million which provides comprehensive commercialization and business services to the university community and to entrepreneurs and innovators in the region.

- I. *City / University Partnership and Enterprise Square Vitality:* The partnership between the City of Edmonton and the University of Alberta is a critical part of the TEC Edmonton vision. The University and City worked together to enable the University to purchase the former Bay Building to provide a downtown campus and a new home to the TEC Centre, an incubator facility that provides space, programs and support for early stage start-up companies. In the process the University added a fourth floor, renovated the space to accommodate wet labs and office space. Including the concourse, the five floors of the building are fully functional and have a connection to the LRT. The support of \$15 million from the Federal Government, \$15 million from the Provincial Government, and \$7.5 million from the City of Edmonton enabled the University's acquisition of prime downtown real estate and made a substantial difference in the revitalization of downtown. Now, six years later Enterprise Square is a hub of commercial activity where students, entrepreneurs and professional service providers work alongside each other. Enterprise Square is a \$90 million dollar success story in the downtown business community.

- I. *Comprehensive, Cost-Effective Services to Inventors and Innovators:* TEC Edmonton has taken a comprehensive approach to supporting Alberta's innovation system, through its programs and services that address the challenges in developing commercially viable strategies for emerging technologies. Thanks to the joint venture agreement between the University of Alberta and the City of Edmonton through EEDC, TEC Edmonton is able to offer programs that significantly add value to technologies before going to market. Local companies can develop their technologies, expand their portfolio of products, and look for international markets; all of which will enable them to succeed as engines of economic growth and offer high quality employment opportunities. Thriving technology companies contribute significantly to a strong and diversified economy; which is a top priority for both the municipal and provincial governments – and TEC Edmonton – to ensure stable, sustained growth and provide a high quality of life in Alberta.

OPPORTUNITIES FOR THE FUTURE

TEC Edmonton has significant new opportunities that it is intending to pursue, funding permitting, to ensure the region continues to grow as a centre of technology commercialization. Specifically, as part of ongoing operations:

- TEC Edmonton will build on the strength of its existing company development programs to further strengthen direct innovation outcomes in the region. We will do this primarily by growing – with care - our Executive-in-Residence program. These are the people who provide direct mentoring and support to emerging startups. One area of this that we have significantly strengthened in the last year is regulatory services provision to early stage companies.
- TEC Edmonton intends to further develop training programs to encourage and prepare people to consider entrepreneurship as a career option. Participants in the programs we run now, associated with VenturePrize and Alberta Deal Generator, consistently tell us how valuable they are to their startup activities. In addition, we intend to expand this program to provide sustained focus on providing training programs for graduate students and post docs at the University.
- TEC Edmonton intends to further strengthen the recent changes that we made to our financing attraction programs, which have already created outstanding results (\$55M in new investment financing in the last 21 months).
- We have submitted a proposal to Western Diversification for partial funding for program expansion to provide export readiness services to our early-stage clients.
- We are actively developing increased business with other municipalities in the region, including Spruce Grove, Leduc, Fort Saskatchewan, and Strathcona County.
- We expect to increase our activities with the City and EEDC in supporting entrepreneurship culture development. We will do this jointly with Startup Edmonton, with an entrepreneurship initiative being run by the Chamber, and with specific EEDC programs.

Perhaps more important, however, are substantial new opportunities arising from the provincial government budget situation. Although new opportunity specifics are not yet well defined, the current city-university partnership, and opportunities provided through the existence of TEC Edmonton, can be a building block for stronger commercialization initiatives that the University undertakes in partnership with the City. This could include consolidation of City-run incubator services at Enterprise Square, establishment of industry-specific partnerships run at Enterprise Square, expanded training services delivered to industry and students in conjunction with Executive Education, relocation of some parts of the Faculty of Business to Enterprise Square, and potentially, establishment of the government-envisioned research institute in conjunction with the City at Enterprise Square.

Partnerships, within the region and with our clients, form the basis of TEC Edmonton’s cultural mindset. Our strength is leveraging these relationships to provide support and services to entrepreneurs and companies that can take innovations to the marketplace for the benefit of all Albertans. Together with our clients and our partners, we are developing a community committed to diversifying the regional economy through innovation.

BACKGROUND MATERIAL – RETURN ON INVESTMENT

TEC Edmonton measures ROI in two ways: first, anecdotal evidence and direct interviews with clients highlights of which are outlined above, and second, modeling of long-term results. We are also continuing to enhance our ROI measurements and ensure we are measuring in the same way as our other funders.

A. Modeled Return on Investment: Aggregating the above into an overall model of economic activity, TEC used results of an Industry Canada survey on entrepreneurialism in Canada that based metrics on data from Statistics Canada. Some of its findings were that:

- The five year survival rate of startups in Canada that file T4s – that is, that employ people – is 50%. According to IRAP, the five year survival rate for technology companies that employ people is 34%.
- The Industry Canada survey also reports that the median growth rate in employment of 5 year old companies is 10%.

To measure TEC's effectiveness, we measure the extent to which TEC's client companies differ from the above benchmarks:

- We model that TEC enables the creation of 5 additional startups per year that would otherwise have not formed. This is fewer than the total number of companies we work with, because some would have been founded whether TEC was present or not. *The actual count for the last 12 months of startup formation that would not have otherwise happened is 5.*
- We also model that TEC increases the survival rate of the companies it works with from the Industry Canada benchmark of 50% by 10 percentage points to 60%. *In the last year, our interventions have specifically resulted in the survival of 4 companies that would otherwise have failed.*
- We also model that TEC's client companies will have a value growth rate of 20% at year 5, versus 10% for the benchmark. *TEC uses an extensively reviewed internal metric of company value added. We target to achieve value growth in our portfolio companies of 20% as a result of our activities, and to date we have achieved that, and our surveyed clients have also validated this.*
- Our ROI model is assumes TEC works with 15 client companies per year. *In 2010/11 TEC will work with ~30 companies directly.*
- The model assumes no value creation from any of TEC's programs other than our company development services. *In fact, programs such as Deal Generator, TEC Source, Venture Prize, and TEC Centre also create value, and in future we intend to also incorporate these into our model.*

Thus, the empirical evidence supports our assessments of value returned, and it is likely higher than we model.

Applying the model for 5 years results in:

- An aggregate ROI of ~\$7 in direct economic return for each \$1 of tax-funded contribution – using a simple, undiscounted cash flow - for all taxpayer contributions.
- Significantly higher ROI for each of the major funders, because their investment is leveraged with other funds.
 - o For the City, this model shows an ROI of 19:1, and for the Province, and ROI of 12:1.

	New Companies	Value Growth			Five year	Net Value Created
		5 yr total	By Year		Survival Rates	
Base (no TEC)	10	3.6	1.5, 1.4, 1.3, 1.2, 1.1		0.5	112,372,050
Plan (TEC present)	15	5.24	1.6, 1.5, 1.4, 1.3, 1.2		0.6	219,779,100
Subtract Investment						14,000,000
Net Value Created						93,407,050
Return on Investment (undiscounted)						
	Investment	ROI				
EEDC	5,000,000	19				
GOA	7,500,000	12				
University	1,500,000	62				
Unleveraged ROI	14,000,000	7	Investment: \$1.5M GOA + \$1M City + \$300K U			

B. Other ROI Considerations:

- According to The Kaufmann Institute, a US think-tank for entrepreneurship, about 70% of new jobs in the US are created by companies less than 5 years old. This underscores the critical role that innovation and entrepreneurship play in our economy – TEC is a vital part of making the City’s technology-based new company creation outcomes more successful.
- The ROI calculations do not measure the social and cultural outcomes of TEC’s presence. For example, TEC’s contributions to Edmonton’s culture of innovation will spur other investment in new technologies, and help create new generations of technology-based entrepreneurs.
- TEC’s presence in downtown Edmonton helps catalyze a continued strong relationship between the University and the City, creating a dynamic for not only economic development but also for learning and innovation in general.

We expect to continue to refine our measures, and we expect to work closely with our funders to ensure that our metrics are consistent, well-understood, and defensible.

OUTLINE OF ISSUE

Agenda Title: **St. Joseph’s College (SJC) – Women’s Residence: Land Transfer**

Motion 1: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, approve the acquisition of Block 3 Plan 221 E.T. from St. Joseph’s College for the nominal amount of one dollar (\$1.00).

Motion 2: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, approve, upon acquisition of Block 3 Plan 221 E.T., the transfer back of the land legally described as Lots 1 and 2 Block 3 Plan 221 E.T. containing approximately 0.656 hectares to St. Joseph’s College for the nominal amount of one dollar (\$1.00).

Motion 3: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee:

- a) execute a Land Transfer Resolution to approve the transfer back of the land legally described as Lot 3 Block 3 Plan 221 E.T., subject to the prior approval of the Lieutenant Governor in Council under section 67 of the Post-secondary Learning Act, containing approximately 0.475 hectares to St. Joseph’s College for the nominal amount of one dollar (\$1.00), to be completed upon St Joseph’s College paying to the university sufficient funds, pursuant to the land lease, to permit the university to pay in full and discharge the mortgage granted by the university to the Alberta Capital Finance Authority to fund the development and construction of the residence; and
- b) make application to the Minister of Infrastructure for the required approval of the Lieutenant Governor in Council for the granting of the transfer outlined in a) of Motion 3, as set forth in Attachment 5.

Item

Action Requested	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Recommendation <input type="checkbox"/> Discussion/Advice <input type="checkbox"/> Information
Proposed by	Don Hickey, Vice-President, Facilities and Operations
Presenter	Don Hickey, Vice-President, Facilities and Operations
Subject	St. Joseph’s College – Land Transfer

Details

Responsibility	Facilities and Operations
The Purpose of the Proposal is (please be specific)	To outline the staged disposition of land acquired by the University of Alberta for the purpose of designing, building and financing a new women’s residence for St. Joseph’s College
The Impact of the Proposal is	The University will acquire Block 3 Plan 221 E.T. and immediately subdivide the land into Lots 1, 2 and 3, and immediately transfer back to St. Joseph’s College (SJC) Lots 1 and 2 Block 3 Plan 221 E.T. The University will construct for St. Joseph’s College the residence project on Lot 3. For the purposes of financing, Lot 3 will remain owned by the University and will be leased back to SJC, for the amortization period of the mortgage, for the purposes of operating the residence.
Replaces/Revises	n/a
Timeline/Implementation Date	The land transfer back of Lot 3 will occur following the retirement of the mortgage debt.
Estimated Cost	Nominal Fee
Sources of Funding	n/a
Notes	The University and St. Joseph’s College wish to facilitate the most cost effective financing through the Alberta Capital Finance Authority. The University, having considerable expertise in project delivery, will oversee

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	<p>design, construction and commissioning of the building on a fee for service basis.</p> <p>The University and the College will execute all appropriate legal documents, after appropriate approval by the Lieutenant Governor, which may include:</p> <ul style="list-style-type: none"> • Land transfer from St. Joseph’s College (SJC) to the University of Block 3, Plan 221 E.T. (securitizing the debt) • After subdivision of Block 3, land transfer back to SJC of the Lots containing the existing SJC building, Lots 1 and 2, Block 3, Plan 221 E.T., which does not require the approval of the Lieutenant Governor, confirmed by Enterprise and Advanced Education • Land lease back to SJC, of Lot 3, to operate and maintain for loan amortization period (any operating losses fall to SJC), which does not require the approval of the Lieutenant Governor, as the land will be used to provide “support services” to the university as defined in the Land Use Regulation – Part 2 • Land lease payment to the University equals debt payment for the loan amortization period • Land transfer back to SJC at the end of the loan amortization period, Lot 3, Block 3, Plan 221 E.T. <p>St. Joseph’s College - General Outline:</p> <hr/> <ul style="list-style-type: none"> • University acquires all of St. Joseph's land - <i>requires Board of Governors approval</i> • University subdivides the property into Lots 1 and 2 (current college building), and Lot 3 (new residence building) • University immediately transfers back to St Joseph's College Lots 1 and 2 - <i>requires Board of Governors approval</i> • University borrows money and builds residence - <i>borrowing requires Board of Governors approval and Order in Council</i> • University agrees to transfer back to St Joseph's College Lot 3 at mortgage maturity (approx. 2046) - <i>requires Board approval and Order in Council</i>
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Alignment/Compliance

Alignment with Guiding Documents	Dare to Discover, Academic Plan (Dare to Deliver), Long Range Development Plan
Compliance with Legislation, Policy and/or Procedure Relevant to the Proposal (please <u>quote</u> legislation and include identifying section numbers)	<p><u><i>Post-Secondary Learning Act</i></u></p> <p><i>The Post-Secondary Learning Act, Section 67(1.1)(a) A board shall not, without the prior approval of the Lieutenant Governor in Council,(a) sell or exchange any interest in land, other than donated land, that is held by and being used for the purposes of the board.</i></p> <p><u>BFPC Terms of Reference – Sections 3 and 4 state:</u></p> <p>3. <u>MANDATE OF THE COMMITTEE</u></p> <p><i>Except as provided in paragraph 4 and in the Board’s General Committee</i></p>

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	<p><i>Terms of Reference, the Committee shall monitor, evaluate, advise and make decisions on behalf of the Board with respect to all strategic and significant financial and property matters and policies of the University. The Committee shall also consider any other matter delegated to the Committee by the Board.</i></p> <p><i>Without limiting the generality of the foregoing, the Committee shall:</i></p> <p><i>h) approve the acquisition or disposal of real property, provided always that any such decision of the Committee shall be reported to the Board and shall only be effective or implemented a minimum of 24 hours following the conclusion of the Board meeting at which the decision of the Committee is reported, and provided the Board has not resolved otherwise</i></p> <p>4. <u>LIMITATIONS ON DELEGATION BY THE BOARD</u></p> <p><i>The general delegation of authority by the Board to the Committee shall be limited as set out in this paragraph. Notwithstanding the general delegation of authority to the Committee set out in paragraph 3, the Board shall:</i></p> <p><i>g) review all decisions of the Committee with respect to the acquisition or disposal of real property; after any such review the Board may resolve to overturn or vary any such decision.</i></p> <p>UAPPOL; Real Property Compliance Policy, Real Property Acquisition Procedure, Real Property Disposition Procedure: https://policiesonline.ualberta.ca/PoliciesProcedures/Policies/Real-Property-Compliance-Policy.pdf</p>
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Routing (Include meeting dates)

Consultative Route (parties who have seen the proposal and in what capacity)	<ul style="list-style-type: none"> • Strategic Initiatives Group – April 16, 2013 • President’s Executive Committee - Operations – May 9, 2013
Approval Route (Governance) (including meeting dates)	<p>Board Finance and Property Committee – May 28, 2013 (for recommendation to Board of Governors)</p> <p>Board Finance and Property Committee – June 13 electronic vote (revised motion 3) (for recommendation to Board of Governors)</p> <p>Board of Governors – June 21, 2013 (for approval)</p>
Final Approver	Board of Governors

Attachments:

1. Briefing Note (2 pages)
2. Map of North Campus (1 page)
3. Plan 221 E.T., Block 3 (1 page)
4. Proposed plan of subdivision – Plan 221 E.T., Block 3, Lots 1, 2 and 3 (1 page)
5. Land Transfer Resolution (1 page)

Prepared by:

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Facilities and Operations
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Briefing Notes

Board of Governors – June 21, 2013 Facilities and Operations

St. Joseph's College – Women's Residence – Land Transfer

BACKGROUND

St Joseph's College (SJC) is an affiliated Catholic College located at the University of Alberta (University) offering three services to students: academics, campus ministry, and a student residence. Currently, the residence is an all-male residence housing 64 University students located in the heart of the campus. This project aims to introduce 282 beds to the on-campus housing inventory in an all-female residence as an expansion of SJC. The new residence will operate as a fully integrated student housing option within the University's residence system.

Students who reside in purpose-built on-campus housing with supportive programming tend to have a more fulfilling and enriching academic experience at university than those who do not. Expanding on-campus housing assists the university in meeting institutional goals and objectives by providing a learning environment conducive to student personal and academic success.

Specifically, female students benefit from living in all-female housing on-campus in numerous ways. The environment is a way in which the pressures of the new university and academic lifestyle can be lessened by the provision of a strong support network. This type of environment is especially important for students who are from strict religious backgrounds, rural communities, and/or international communities where segregated living arrangements are preferred. The absence of such a housing option is a deterrent to some cultures and communities with respect to sending students to the University of Alberta. The creation of new resident beds is strategically aligned with the priorities of the University.

PROJECT SCOPE / OBJECTIVES

The University is proposing to construct 282 beds in a development that will operate as an expansion of SJC. It will be an all-female housing option, which is especially important to attract female international students.

The recommendation put forward for the SJC female residence is a combination of 20 single bed suites, 49 double bedroom suites, and 41 units containing four bedrooms. Each unit would contain a small kitchen area and bathroom facilities, as well as an adequate common living area. The building will contain an appropriate amount of common area and programmable space to build community and deliver support services to students. The building shall have revenue-generating parking of 90 stalls.

ISSUES

The University of Alberta wishes to facilitate the most cost effective financing through the Alberta Capital Finance Authority which ultimately leads to lower student rent. The University of Alberta, having considerable expertise in project delivery, will oversee design, construction and commissioning of the building.

The University and the College will execute all appropriate legal documents, after appropriate approval by the Lieutenant Governor, which may include:

- Land transfer from St. Joseph's College (SJC) to the University of Block 3, Plan 221 E.T. (securitizing the debt);
- After subdivision of Block 3, land transfer back to SJC of the Lots containing the existing SJC building, Lots 1 and 2, Block 3, Plan 221 E.T.;
- Land lease back to SJC, of Lot 3, to operate and maintain for loan amortization period (any operating losses fall to SJC);
- Land lease payment to the University equals debt payment for the loan amortization period; and
- Land transfer back to SJC at the end of the loan amortization period, Lot 3, Block 3, Plan 221 E.T.

RECOMMENDATION

THAT the Board Finance and Property Committee recommend to the Board of Governors approval, upon acquisition of Block 3 Plan 221 E.T., the transfer back of the land legally described as Lots 1 and 2 Block 3 Plan 221 E.T. containing approximately 0.656 hectares to St. Joseph's College for the nominal amount of one dollar (\$1.00).

THAT the Board Finance and Property Committee recommend to the Board of Governors:

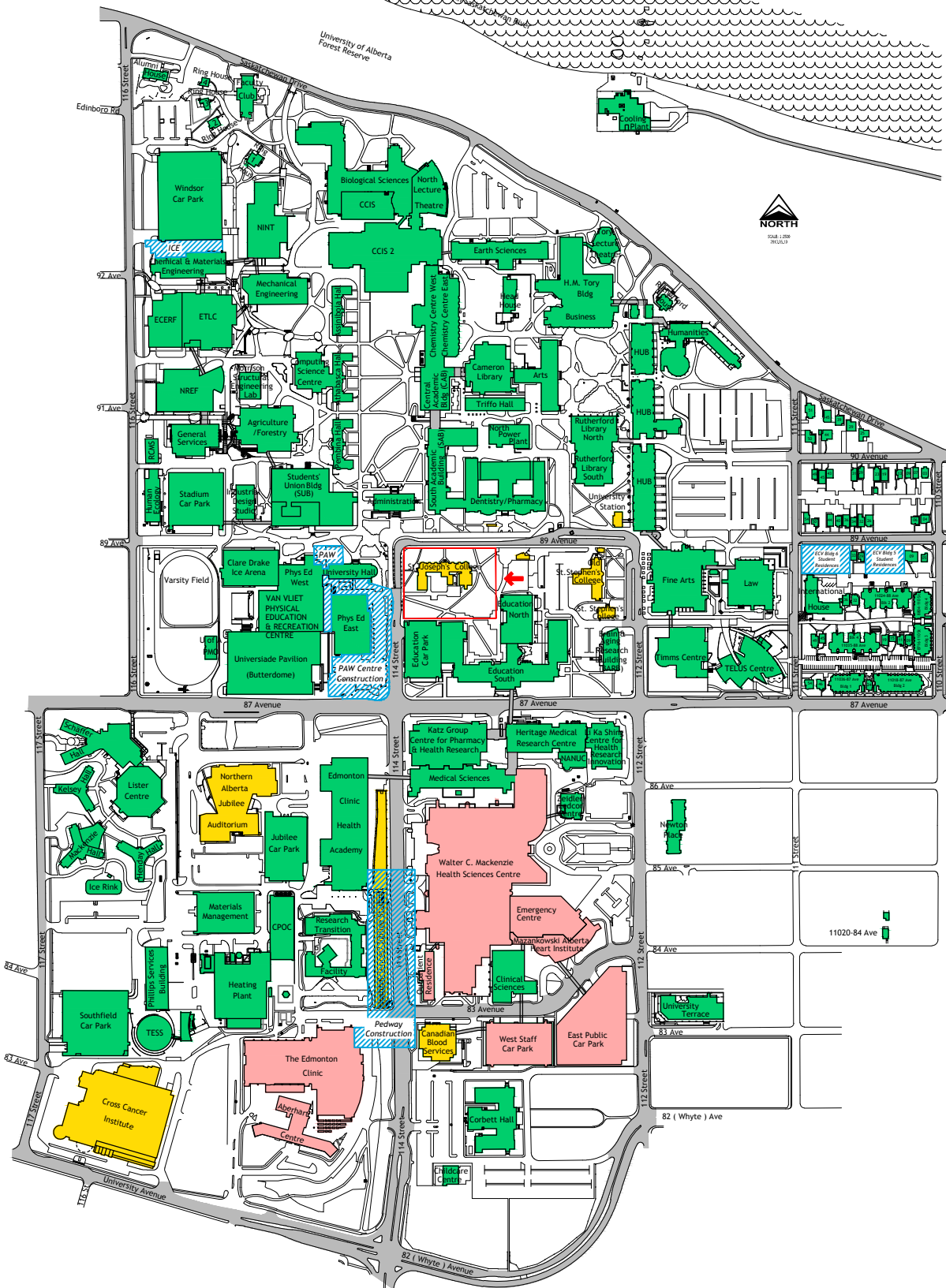
- a) approval of the transfer back of the land legally described as Lot 3 Block 3 Plan 221 E.T. containing approximately 0.475 hectares to St. Joseph's College for the nominal amount of one dollar (\$1.00) to be completed upon St. Joseph's College paying to the university sufficient funds, pursuant to the land lease, to permit the university to pay in full and discharge the mortgage granted by the university to the Alberta Capital Finance Authority to fund the development and construction of the residence; and
- b) make application to the Minister of Infrastructure for the required approval of the Lieutenant Governor in Council for the granting of the transfer outlined in a) above.

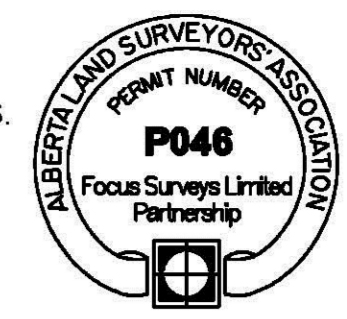
Prepared by:

Todd Werre
Director, Project Management Office
Planning & Project Delivery
Facilities and Operations
Phone: 780-492-5525
Email: todd.werre@ualberta.ca

CAMPUS MAP

Item 4.4 Attachment 2
BG 2013-06-21





SUBDIVISION

PLAN SHOWING

SURVEY OF SUBDIVISION

OF ALL OF

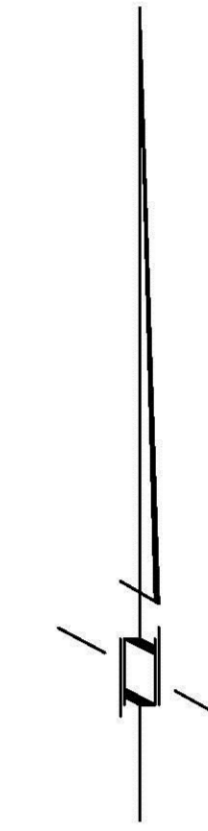
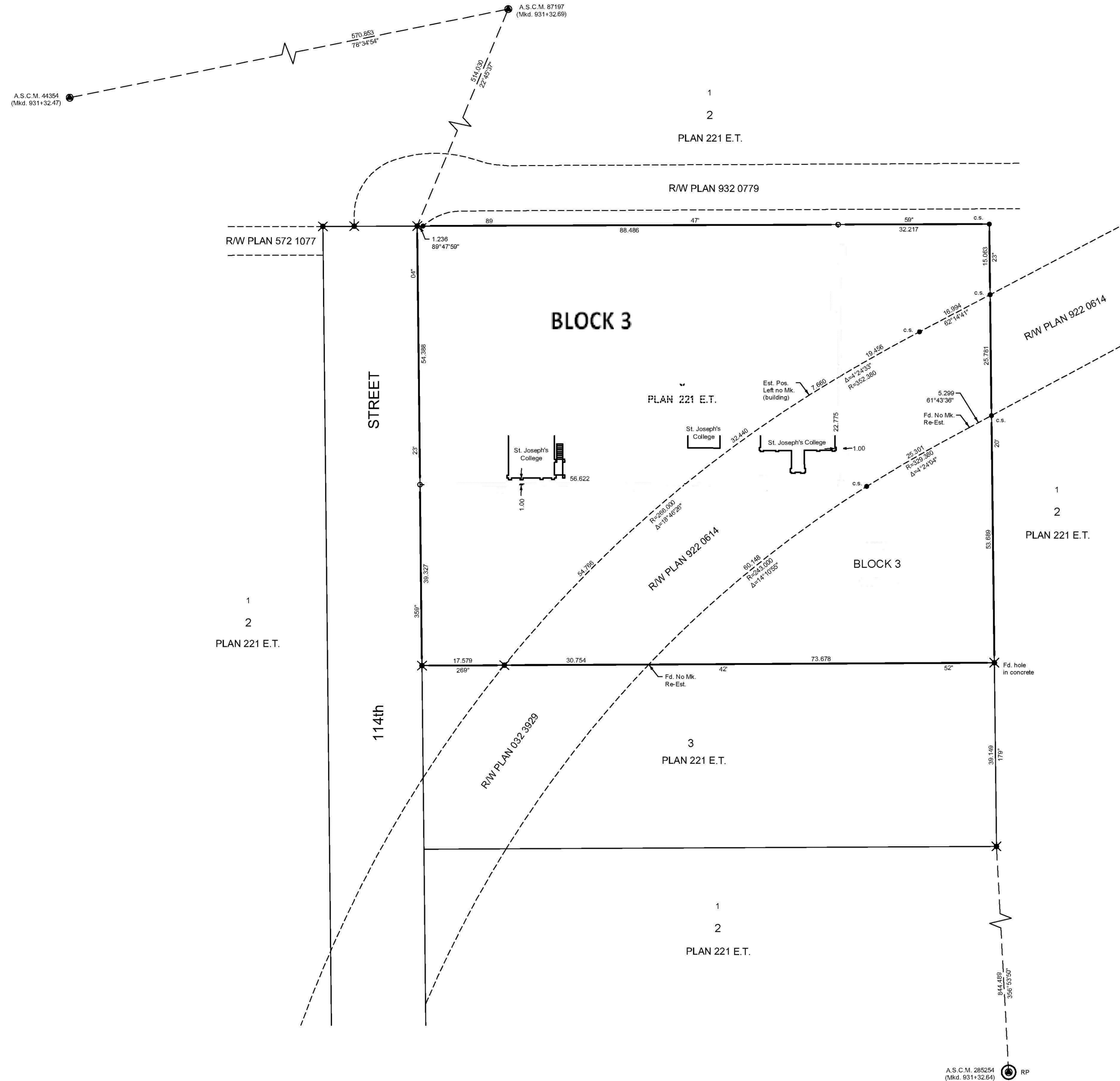
PLAN 221 E.T., BLOCK 3

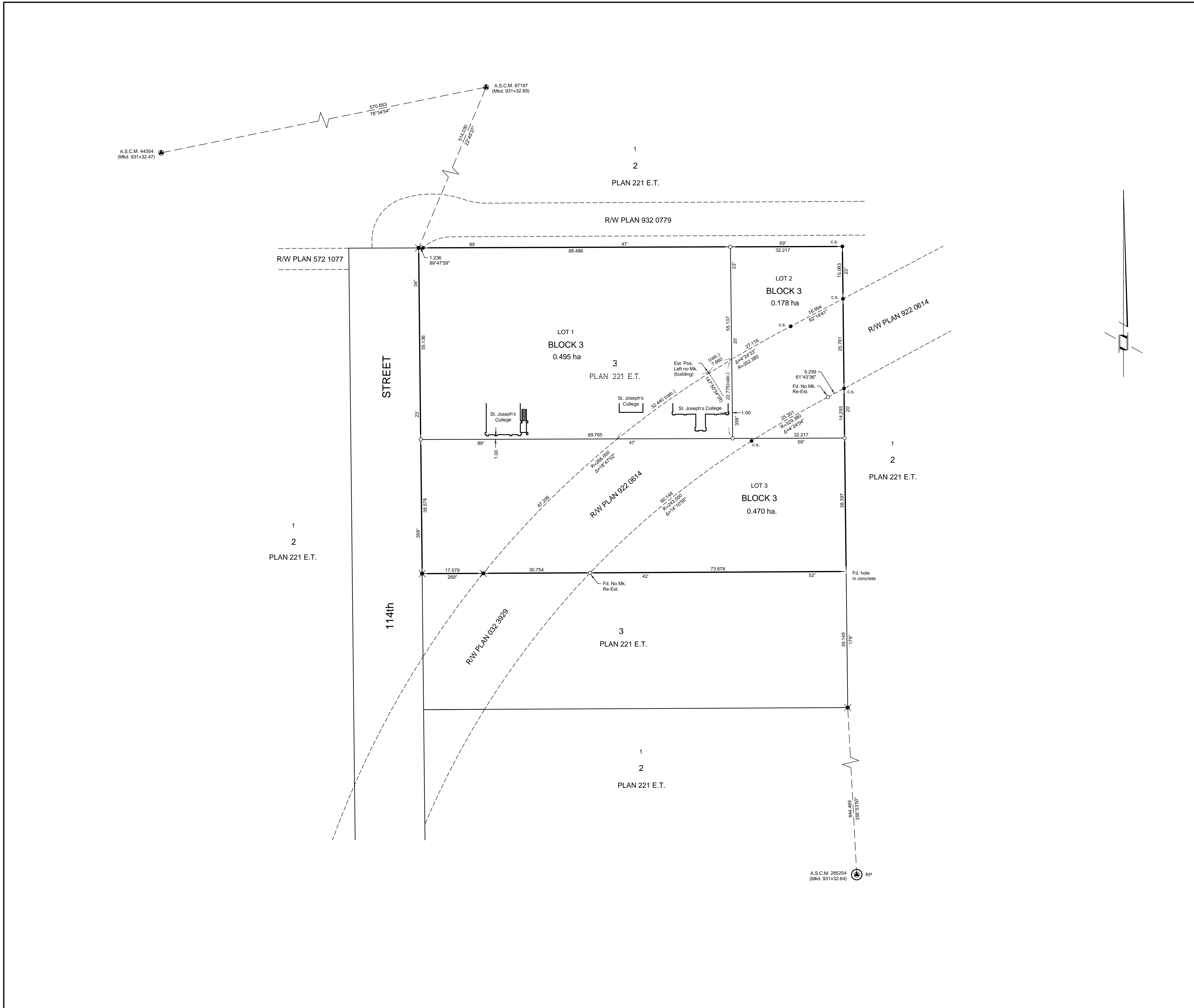
ALL WITHIN

RIVER LOT 5 TWP.52 RGE.24 W.4 Mer.

EDMONTON

ALBERTA





<p>SURVEYOR DWIGHT WIBERG, A.L.S.</p> <p>DATES OF SURVEY: Between April 16, 2013 and _____ in accordance with the provisions of the Survey Act.</p>		<p>LAND TITLES OFFICE</p> <p>PLAN No. _____</p> <p>ENTERED AND REGISTERED</p> <p>ON _____</p> <p>INSTRUMENT No. _____</p> <p style="text-align: right;">A.D. REGISTRAR</p>		
<p>SUBDIVISION</p> <p>PLAN SHOWING</p> <p>SURVEY OF SUBDIVISION</p> <p>OF ALL OF</p> <p>PLAN 221 E.T., BLOCK 3</p>				
<p>ALL WITHIN</p> <p>RIVER LOT 5 TWP.52 RGE.24 W.4 Mer.</p> <p>EDMONTON ALBERTA</p>				
<p>Scale: 0 5 10 20 30 40 50 60 Metres</p> <p>1:500</p>				
<p>LEGEND</p> <p>Area to be registered shown bounded thus _____ contains 1.14 ha.</p> <p>Statutory Iron Survey Posts placed with the number P046 stamped thereon shown thus _____</p> <p>Statutory Iron Survey Posts found shown thus _____</p> <p>Lead Plug found shown thus _____</p> <p>Alberta Survey Control Markers found shown thus _____</p> <p>Georeference point shown thus _____</p>				
<p>NOTES</p> <p>The Combined factor used is 0.999810</p> <p>All distances are expressed in metres and decimals thereof.</p> <p>Distances along curved boundaries are arc distances.</p>				
<p>GEO-REFERENCE NOTES</p> <p>The georeferenced point is at the following grid coordinates: 3TM NAD 83 (Original) 5931553.573 m N. 31641.354 m E.</p>				
<table style="width: 100%; border: none;"> <tr> <td style="width: 50%; border: none;"> <p>A.L.S. denotes Alberta Land Surveyor</p> <p>A.S.C.M. denotes Alberta Survey Control Marker</p> <p>c.s. denotes Countersunk</p> <p>Δ denotes Central Angle of Curve</p> <p>E. denotes East</p> <p>F.d. denotes Found</p> <p>ha. denotes Hectare</p> <p>I. denotes Statutory Iron Post</p> <p>Mer. denotes Meridian</p> <p>Mk. denotes Mark</p> <p>Mkd. denotes Marked</p> <p>M.R. denotes Municipal Reserve</p> </td> <td style="width: 50%; border: none;"> <p>N. denotes North</p> <p>(R) denotes Radial Bearing</p> <p>R denotes Radius</p> <p>Re-est. denotes Re-established</p> <p>Rge. denotes Range</p> <p>RP denotes Georeference Point</p> <p>R/W denotes Right of Way</p> <p>S. denotes South</p> <p>Sec. denotes Section</p> <p>Tap. denotes Township</p> <p>URW denotes Utility Right of Way</p> <p>W. denotes West</p> </td> </tr> </table>			<p>A.L.S. denotes Alberta Land Surveyor</p> <p>A.S.C.M. denotes Alberta Survey Control Marker</p> <p>c.s. denotes Countersunk</p> <p>Δ denotes Central Angle of Curve</p> <p>E. denotes East</p> <p>F.d. denotes Found</p> <p>ha. denotes Hectare</p> <p>I. denotes Statutory Iron Post</p> <p>Mer. denotes Meridian</p> <p>Mk. denotes Mark</p> <p>Mkd. denotes Marked</p> <p>M.R. denotes Municipal Reserve</p>	<p>N. denotes North</p> <p>(R) denotes Radial Bearing</p> <p>R denotes Radius</p> <p>Re-est. denotes Re-established</p> <p>Rge. denotes Range</p> <p>RP denotes Georeference Point</p> <p>R/W denotes Right of Way</p> <p>S. denotes South</p> <p>Sec. denotes Section</p> <p>Tap. denotes Township</p> <p>URW denotes Utility Right of Way</p> <p>W. denotes West</p>
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<p>REGISTERED OWNER St. Joseph's College</p>				
<p>DWIGHT WIBERG A.L.S.</p>	<p>FOCUS SURVEYS LIMITED PARTNERSHIP</p> <p>Suite 300, 9525 - 109 Street, Edmonton, AB, T5K 2J8 Phone: (780)466-6555 Fax: (780)421-1397</p>	<p>JOB No. 060200690-000</p> <p>DWG. No. 060200690-SDSU01-R01</p> <p>Ckd: DWC Dwn: JA/DLS</p>		

RESOLUTION OF THE GOVERNORS OF THE UNIVERSITY OF ALBERTA
(“Board of Governors”)

IT IS HEREBY RESOLVED:

1. THAT The Governors of the University of Alberta authorize the Vice-President (Facilities and Operations) to enter into the necessary agreements for the Board of Governors to acquire the St. Joseph’s College land, legally described as Block 3 Plan 221ET.
2. THAT The Governors of the University of Alberta authorize the Vice-President (Facilities and Operations) to take the steps necessary to subdivide the St. Joseph’s College land, legally described as Block 3 Plan 221ET, into three parcels to be legally described as Lots 1, 2 and 3 Block 3 Plan 221ET.
3. THAT The Governors of the University of Alberta authorize the Vice-President (Facilities and Operations), without the Board of Governors taking beneficial ownership, to transfer ownership to St. Joseph’s College land legally described as Lots 1 and 2 Block 3 Plan 221ET.
4. THAT, subject to the prior approval of the Lieutenant Governor in Council under section 67 of the Post-secondary Learning Act, The Governors of the University of Alberta authorize and approve to sell its interest (as acquired pursuant to resolutions 1 – 3 above) in the St. Joseph’s College women’s student residence and the land it is constructed on, which is surplus to the needs of the University of Alberta and legally described as Lot 3 Block 3 Plan 221ET to St. Joseph’s College for the nominal amount of one dollar (\$1.00), to be completed, within thirty-five years.

I hereby certify that this resolution has full force and effect on the day of , 2013.

Chair, The Governors of the University of Alberta

Item No. 4.5

OUTLINE OF ISSUE

Agenda Title: **St. Joseph's College (SJC) – Women's Residence: Capital Expenditure Authorization Request**

Motion: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, approve a capital expenditure of thirty-five million (\$35,000,000) in Canadian funds for the total project cost for the construction of the St. Joseph's College – Women's Residence.

Item

Action Requested	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Recommendation <input type="checkbox"/> Discussion/Advice <input type="checkbox"/> Information
Proposed by	Don Hickey, Vice-President, Facilities and Operations
Presenter	Don Hickey, Vice-President, Facilities and Operations
Subject	St. Joseph's College – Women's Residence – Capital Expenditure Authorization Request

Details

Responsibility	Facilities and Operations															
The Purpose of the Proposal is (please be specific)	St. Joseph's College (SJC), an affiliated Catholic College, offers academic, campus ministry, and student residence services to University of Alberta students. Currently, the residence is an all-male residence housing 64 University students located on 89 th Avenue. This project aims to introduce 282 additional beds to the on-campus housing inventory in an all-female residence. The absence of such a housing option is a deterrent to some cultures and communities with respect to sending students to the University of Alberta.															
The Impact of the Proposal is	This project supports the University's strategic goals and objectives, to offer on-campus housing to 25% of the student population.															
Replaces/Revises (eg, policies, resolutions)	n/a															
Timeline/Implementation Date	The project is anticipated to commence construction upon approval of borrowing and receipt of an Order In Council from the Government of Alberta and targeted to reach substantial completion in Fall 2015.															
Estimated Cost	Total project cost is estimated at \$35,000,000															
Sources of Funding	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="3" style="text-align: center;">CEAR Funding Information</th> </tr> <tr> <th style="text-align: center;">Number</th> <th style="text-align: center;">Funding Source</th> <th style="text-align: center;">Amount</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">13-096</td> <td>ACFA - Mortgage</td> <td style="text-align: right;">30,500,000</td> </tr> <tr> <td></td> <td>St. Joseph's College Equity</td> <td style="text-align: right;">4,500,000</td> </tr> <tr> <td></td> <td style="text-align: center;">TOTAL</td> <td style="text-align: right;">\$35,000,000</td> </tr> </tbody> </table> <p><small>* (unrestricted net assets)</small></p>	CEAR Funding Information			Number	Funding Source	Amount	13-096	ACFA - Mortgage	30,500,000		St. Joseph's College Equity	4,500,000		TOTAL	\$35,000,000
CEAR Funding Information																
Number	Funding Source	Amount														
13-096	ACFA - Mortgage	30,500,000														
	St. Joseph's College Equity	4,500,000														
	TOTAL	\$35,000,000														
Notes	Board Finance and Property Committee will be notified of any substantive changes as outlined in the motion.															

Alignment/Compliance

Alignment with Guiding Documents	Dare to Discover, Academic Plan (Dare to Deliver), Long Range Development Plan
Compliance with Legislation, Policy and/or Procedure Relevant to the Proposal (please quote legislation and include identifying section)	<p>PSLA Act, Section 60 (1) (b) refers:</p> <p><i>The Board of a public post-secondary institution shall develop, manage, and operate, alone or in co-operation with any person or organization, programs, services and facilities for the educational or cultural advancement of the people of Alberta.</i></p>

Item No. 4.5

<p>numbers)</p>	<p>BFPC Terms of Reference, Section 3) g states:</p> <p><i>3. MANDATE OF THE COMMITTEE</i></p> <p><i>Except as provided in paragraph 4 and in the Board's General Committee Terms of Reference, the Committee shall monitor, evaluate, advise and make decisions on behalf of the Board with respect to all strategic and significant financial and property matters and policies of the University. The Committee shall also consider any other matter delegated to the Committee by the Board.</i></p> <p><i>Without limiting the generality of the foregoing, the Committee shall:</i></p> <p><i>g) review and recommend to the Board original Capital Expenditure Authorization Requests or individual Supplemental CEARs greater than \$7 million or aggregate total CEAR and Supplemental CEARs up to, but not exceeding \$14 million.</i></p> <p>BFPC Terms of Reference, Section 4) c states:</p> <p><i>4. LIMITATIONS ON DELEGATION BY THE BOARD</i></p> <p><i>The general delegation of authority by the Board to the Committee shall be limited as set out in this paragraph. Notwithstanding the general delegation of authority to the Committee set out in paragraph 3, the Board shall:</i></p> <p><i>(c) approve capital expenditures of more than \$7 million or more or expenditures which, when combined with other expenditures for the same project, would equal more than \$7 million.</i></p>
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Routing (Include meeting dates)

<p>Consultative Route (parties who have seen the proposal and in what capacity)</p>	<ul style="list-style-type: none"> • Project Steering Committee • Building Community • Community Presidents Meeting – April 23, 2013 • Facilities Development Committee (FDC) – Site Plan and Bridging Documents (information) – April 25, 2013
<p>Approval Route (Governance) (including meeting dates)</p>	<p>Board Finance and Property Committee – May 28, 2013 (for recommendation to Board of Governors)</p> <p>Board of Governors – June 21, 2013 (for approval)</p>
<p>Final Approver</p>	<p>Board of Governors</p>

Attachments

1. Briefing Note (3 pages)
2. Opportunity Paper (20 pages)
3. Memorandum of Understanding (MOU) (9 pages)

Prepared by:

Todd Werre, Director, Project Management Office, Planning and Project Delivery
Facilities and Operations
Telephone: 780-492-5525
Email: todd.werre@ualberta.ca

St. Joseph's College (SJC) – Women's Residence Capital Expenditure Authorization Request (CEAR)

Background

St. Joseph's College (SJC) is an affiliated Catholic College located at the University of Alberta (University). St. Joseph's College offers three services to students: academics, campus ministry, and a student residence. Currently, the residence is an all-male residence housing 64 University students located in the heart of the campus. This project aims to introduce 282 beds to the on-campus housing inventory in an all-female residence as an expansion of SJC.

Students who reside in purpose-built on-campus housing with supportive programming tend to have a more fulfilling and enriching academic experience at university than those who do not. Expanding on-campus housing assists the university in meeting institutional goals and objectives by providing a learning environment conducive to student personal and academic success.

Specifically, female students benefit from living in all-female housing on-campus in numerous ways. The environment is a way in which the pressures of the new university and academic lifestyle can be lessened by the provision of a strong support network. This type of environment is especially important for students who are from strict religious backgrounds, rural communities, and/or international communities where segregated living arrangements are preferred. The absence of such a housing option is a deterrent to some cultures and communities with respect to sending students to the University of Alberta.

Overall, student housing supports many areas of strategic importance to the University. These include:

- 1. Academic Success:**
Programs and procedures are structured such that academic success is a priority.
- 2. Leadership Development:**
Those who live in residence tend to demonstrate a higher sense of civic engagement and giving back to the community.
- 3. Engagement:**
Students living in on-campus housing are more actively involved in campus extracurricular activities. They also report a higher "sense of belonging".
- 4. Retention:**
On-campus housing that offers structured programming is a good way to ensure that students who are at a high risk of leaving complete their studies.
- 5. Recruitment:**
The University plans to increase the residence capacity to attract international and rural students with the goal of seeing 25% of the student population in purpose-built housing. There is currently a gap of 4,000 beds, as there are currently only 4,690 beds to service a full-time student population of approximately 36,000.

STRATEGIC ALIGNMENT

The creation of new resident beds is strategically aligned with the priorities of the University. Below is a brief summary of that strategic alignment as described in the 2012 Comprehensive Institutional Plan.

Access Theme I: Quality

Access Goal 1: Attract and retain outstanding students

Access Strategy 1.2 – Retain exceptional undergraduate students and increase completion rates. Ensure the development of on-campus housing includes appealing and relevant programming elements for undergraduate students.

Access Theme II: Learning Environment

Access Goal 7: Ensure the development and maintenance of quality formal and informal learning spaces.

Access Strategy 7.2 – Ensure availability of quality space generally on campus. Develop a capital plan for student housing that focuses on deferred maintenance and expansion to meet the needs of the students.

Access Theme III: Student Experience and Engagement

Access Goal 11: Enhance extra and co-curricular learning opportunities (i.e., supportive services, activities, and campus facilities that encourage and help facilitate student success)

Access Strategy 12.1 – Provide social/community activities and events that contribute to social development and community engagement in order to enhance the quality of the student experience and assist in the development of engaged citizenship.

PROJECT SCOPE / OBJECTIVES

St. Joseph's College is proposing to construct 282 beds in a five to ten story development that will operate as an expansion of SJC. It will be an all-female housing option which is especially important to attract female international students.

The recommendation put forward for the SJC female residence is a combination of 20 single bed suites, 49 double bedroom suites, and 41 units containing four bedrooms. Each unit would contain a small kitchen area and bathroom facilities, as well as an adequate common living area.

The building will contain an appropriate amount of common area and programmable space to build community and deliver support services to students. The building shall have revenue-generating parking of 90 stalls.

GENERAL NEEDS ANALYSIS

University historical data indicates that at no time in the last ten years has the demand for on-campus residence spots been met. In fact, between 2007 and 2011, the number of applicants has exceeded 5,000. Due to the number of returning students each term, there are generally only approximately 2,500 spots available.

There is no all-female residence currently available as a housing option on campus. This option is seen as desirable within the University's plan to target international students, as many international females will only consider the university as an option if all-female on-campus housing is available. It is also a very attractive housing option for women from Alberta and Canada who are seeking an academic experience that offers the benefits of same sex housing.

Issues

This proposed new building will result in the loss of open space and removal of several trees. Site planning and mitigation plans are being developed. Under investigation are traffic interface issues in the area of the Education Car Park and the existing St. Joseph's College. The new building will contain approximately 90 spaces in an enclosed parking garage. The impact of the new parking spaces is expected to be minimal. Also under investigation are the impacts, if any, that the new building foundation systems may have on the LRT tunnels, which run directly under the building site. Dialogue has been opened up with the City of Edmonton. There currently exists a right-of-way agreement protecting our ability to construct a building on the site over the LRT tunnels. This agreement provides for involvement by the City of Edmonton for foundation design approvals and if required, additional funding by the City of Edmonton for any additional foundation requirements beyond standard foundation designs. The project is being developed as a Best Value Design Build project; the tender proponent will be submitting final design based on Proforma criteria as in the directive design.

Also, for you information enclosed is a copy of the signed Memorandum of Understanding (MOU), which:

- Establishes non-binding obligations and intent to enter into formal agreements;
- Outline early cost responsibilities and pre-development fees; and,
- Outline roles/responsibilities of both parties.

Recommendation

That Board Finance and Property Committee recommend the capital expenditure of \$35,000,000 for the construction of the St. Joseph's College – Women's Residence for approval by the Board of Governors.

UNIVERSITY OF ALBERTA



ST. JOSEPH'S COLLEGE

RESIDENCE EXPANSION OPPORTUNITY PAPER

May 8, 2013

PROJECT INTRODUCTION

St Joseph's College (SJC) is an affiliated Catholic College located at the University of Alberta (University) offering three services to students: academics, campus ministry, and a student residence. The current residence is an all-male residence housing 64 University students located in the heart of the campus. This project aims to introduce 282 beds to the on-campus housing inventory in an all-female residence as an expansion of SJC. The new residence will operate as a fully integrated student housing option within the University's residence system. This paper is presented following an outline provided by the Government of Alberta (GOA) for use, along with supporting documentation, in considering projects of this nature.

Students who reside in purpose-built on-campus housing with supportive programming tend to have a more fulfilling and enriching academic experience at university than those who do not. Expanding on-campus housing assists the university in meeting institutional goals and objectives by providing a learning environment conducive to student personal and academic success.

Specifically, female students benefit from living in all-female housing on-campus in numerous ways. The environment is a way in which the pressures of the new university and academic lifestyle can be lessened by the provision of a strong support network. This type of environment is especially important for students who are from strict religious backgrounds, rural communities, and/or international communities where segregated living arrangements are preferred. The absence of such a housing option is a deterrent to some cultures and communities with respect to sending students to the University of Alberta.

Overall, student housing supports many areas of strategic importance to the University. These include, but certainly are not limited to:

1. Academic Success

- Programs and procedures are structured such that academic success is a priority.

2. Leadership Development

- Those who live in residence tend to demonstrate a higher sense of civic engagement and giving back to the community.

3. Engagement

- Students living in on-campus housing are more actively involved in campus extracurricular activities. They also report a higher “sense of belonging”.

4. Retention

- On-campus housing that offers structured programming is a good way to ensure that students who are at a high risk of leaving complete their studies.

5. Recruitment

- The University plans to increase its residence capacity to attract international and rural students with the goal of seeing 25% of the student population in purpose-built housing. There is currently a gap of 4,000 beds, as there are currently only 4,690 beds to service a full-time student population of approximately 36,000.

PROJECT SCOPE/OBJECTIVES

The University is proposing to construct 282 beds in a five to seven story development that will operate as an expansion of SJC (page 10). It will be an all-female housing option, which is especially important to attract female international students.

The building will feature multiple bedroom configurations.

The recommendation put forward for the SJC female residence is a combination of 20 single bed suites, 49 double bedroom suites, and 41 units containing four bedrooms. Each unit would contain a small kitchen area and bathroom facilities, as well as an adequate common living area (page 11).

The building will contain an appropriate amount of common area and programmable space to build community and deliver support services to students. SJC senior administration along with U of A has been researching successful program models across Canada and plan to deliver a top-class residence program.

The building will have revenue-generating parking of 90 stalls.

GENERAL NEEDS ANALYSIS

University historical data indicates that at no time in the last ten years has the demand for on-campus residence spots been met. In fact, between 2007 and 2011, the number of applicants has exceeded 5,000. Due to the number of returning students each term, there are generally only approximately 2,500 spots available.

There is no all-female residence currently available as a housing option on campus. This option is seen as desirable within the University's plan to target international students, as many international females will only consider the university as an option if all-female on-campus housing is available. It is also a very attractive housing option for women from Alberta and Canada who are seeking an academic experience that offers the benefits of same sex housing.

PROPOSED PROJECT TIMELINE

TASK	APPROXIMATE DATE
Award RFP Proponent	May 2013
Detailed design completion	July 2013
Commence Construction (subject to OIC)	October 2013
Substantial completion	July 2015

STRATEGIC ALIGNMENT

The creation of new resident beds is strategically aligned with the priorities of the University. Below is a brief summary of that strategic alignment, as described in the 2012 Comprehensive Institutional Plan.

Access Theme I: Quality

Access Goal 1: Attract and retain outstanding students

Access Strategy 1.2 – Retain exceptional undergraduate students and increase completion rates. Ensure the development of on-campus housing includes appealing and relevant programming elements for undergraduate students.

Access Theme II: Learning Environment

Access Goal 7: Ensure the development and maintenance of quality formal and informal learning spaces

Access Strategy 7.2 – Ensure availability of quality space generally on campus. Develop a capital plan for student housing that focuses on deferred maintenance and expansion to meet the needs of the students.

Access Theme III: Student Experience and Engagement

Access Goal 12: Enhance extra and co-curricular learning opportunities (i.e., supportive services, activities, and campus facilities that encourage and help facilitate student success)

Access Strategy 12.1 – Provide social/community activities and events that contribute to social development and community engagement in order to enhance the quality of the student experience and assist in the development of engaged citizenship.

CONSULTATION

SJC and U of A enter into an agreement. This section will be continuously updated with more details as the project moves forward.

PROJECT RISK ASSESSMENT

RISK	PROBABILITY	MITIGATION	COMMENTS
Project does not come within budget	Unlikely	The University will assign a professional Project Manager. A combination of Best Value, IPD (integrated project delivery) and design-build will be utilized to assist building to and within budget.	The University has sufficient expertise and resources to ensure the project is run in the most efficient and effective way possible. The building services will be independent of the existing infrastructure.
Project is not completed on time	Moderate	See above. Need to work with GOA officials to ensure timing of the Order-in-Council is in-line with project timeline. Issues related to LRT are being assessed and deemed manageable.	The University has sufficient expertise to ensure the project is completed according to the project timeline.
Insufficient demand	Unlikely	Research and studies indicate a strong demand for on-campus housing options. Marketing strategies will be put in place to recruit for September 2015.	Demand for housing on-campus remains very high and the University consistently has been unable to service this demand.
Financial Default by St. Joseph's College	Unlikely	To facilitate the financing, the title of the land upon which the residence is to be located will be transferred to the U of A as security.	See Page 8

COST ESTIMATE

Hard Costs	\$27,386,938
Soft Costs	5,664,824
Contingency @ 5%	1,652,588
<u>TOTAL PROJECT COST</u> (including GST)	<u>\$34,989,057</u>

*See Appendix 1 for detailed breakdown of capital costs

SOURCE OF FUNDING

The preliminary estimated cost for this project is \$34,989,057.

St. Joseph's College Funds	\$4,500,000
ACFA Funding <ul style="list-style-type: none">• 4.31% interest• 30 year amortization	\$30,489,057

DEVELOPMENT AND OPERATING CONSIDERATIONS

As described under Project Introduction, University of Alberta affiliate St Joseph's College wishes to have a 282 bed all-female residence constructed. This development fully supports the purpose and mandate of the College and the University by providing supportive housing for this underserved cohort.

The University of Alberta wishes to facilitate the most cost effective financing through the Alberta Capital Finance Authority, which ultimately leads to lower student rent. The University of Alberta, having considerable expertise in project delivery, will oversee design, construction and commissioning of the building.

The University and the College will execute all appropriate legal documents, after appropriate approval by the Lieutenant Governor, which may include:

- Land transfer from the College to the University (securitizing the debt);
- Land lease back to the College to operate and maintain for loan amortization period (any operating losses fall to the College);
- Land lease payment to the University equals debt payment for the loan amortization period; and
- Land transfer back to the College at the end of the loan amortization period.

There are three pro forma statements presented in Appendix 2. The worst case scenario is presented as the basis for funding approval. Also presented in Appendix 2 are the *most likely* and the best case scenarios. All operating costs including debt servicing are covered by revenue generation. Early year operating deficits (Year 0-4 in worst case scenario) will be covered by the surplus generated by the existing St. Joseph's College residence program.

This new community will represent a unique offering for students. This is due to the central location of the new residence, the residence being the only all-female option on campus, and a programming model that will support a strong living and learning environment within the residence building. There will also be sufficient student areas in terms of common social areas, laundry, and study areas that will allow the residence to be viewed as a premium option in the U of A on-campus housing inventory.

Deferred maintenance costs have been accounted for in the pro forma financial statements. The reserve fund will be contributed to on a yearly basis. In Year 1 of the project, the contribution to the fund is estimated to be \$225/bed, or \$63,500 annually. The contribution to the reserve fund is assumed to have inflation of 1% per annum. Between Year 1 and Year 5, the total contribution to the reserve fund is assumed to be just over \$323,500.

RECOMMENDATION

Additional on-campus housing is needed in order for the University to meet its operational goals and objectives, namely attraction of rural and international students and to offer on-campus housing to 25% of the student population. To help support these goals being met, it is recommended that the University construct a 282 bed, all-female housing complex as an addition to SJC.



Project:
St. Joseph's College
Woman's Residence
Number:
1430

26/03/2013

Prepared by:
Greg Frier

SITE FOOTPRINT



Defines 3 distinct courtyard spaces
+ Provides a green buffer on 114 St.



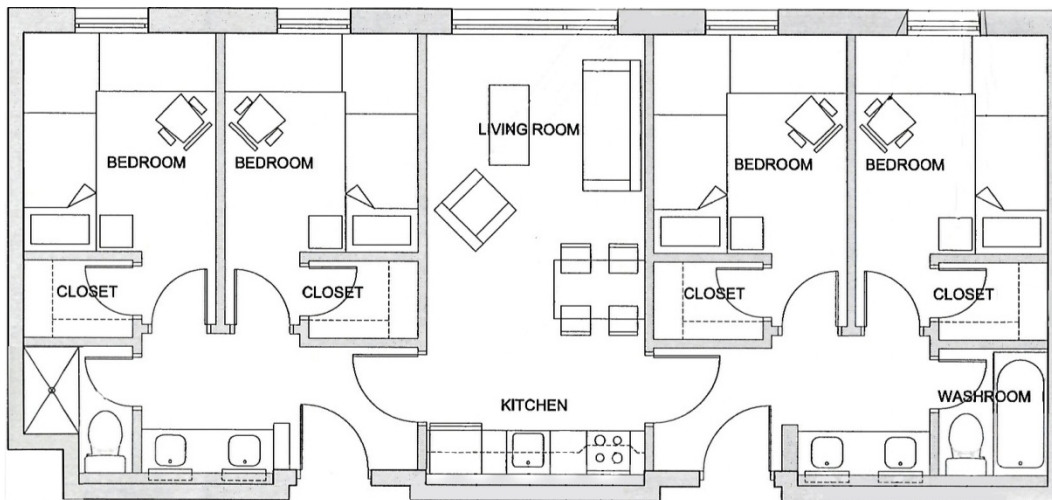
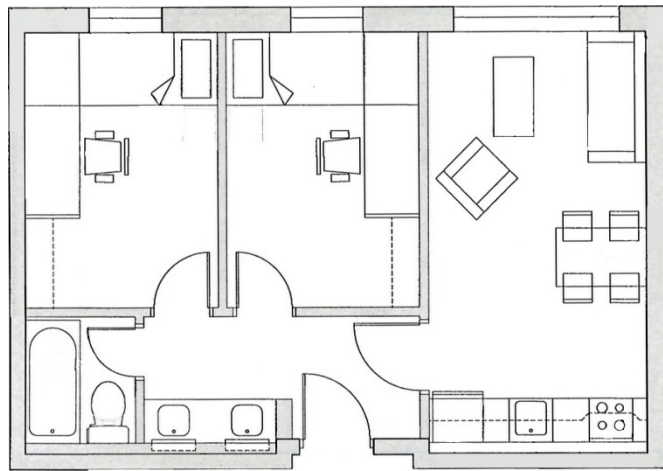
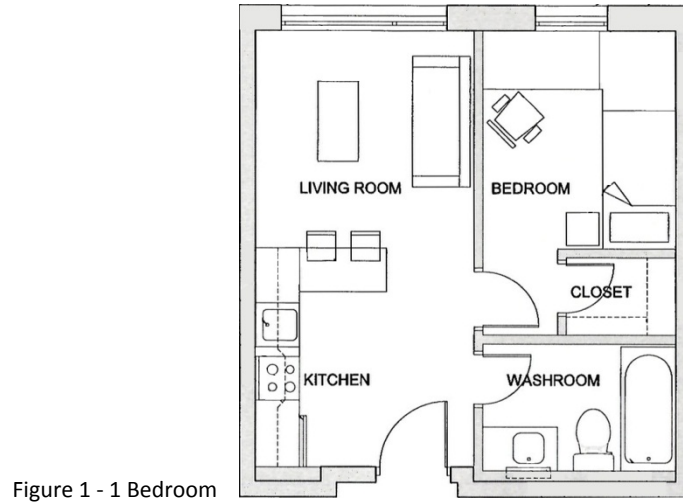
Shares structure with underground
parkade.



Conserves more trees by building
only above the parkade.



Only encroaches on the LRT easement
once, and its massing is more
forgiving to 89 avenue



APPENDIX 1

Breakdown of Capital Costs

		282	Bed Count
Date:	07-May-13		
Budget Elements		Costing Est.	Comments
Soft Costs:			
Consulting Fees (PM & A/M/E & Specialty)		\$2,996,594	8.9%
QC/QA		\$180,000	
Permits		\$140,000	
Admin Req		\$20,000	
Temporary Utilities (winter conditions etc)		\$500,000	Consumption Est only
3rd Party Commissioning		\$35,000	No LEED
Site Preparation		\$250,000	
Utility Services		\$440,000	TBD based on existing service profile
Data/Communication Services		\$150,000	
Interior/Exterior Signage		\$35,000	
Waste Equipment		\$50,000	
Furnishings		\$990,000	Based on ECV Model, incl appliances
Insurance		\$110,000	
Other			
Hard Costs:			
Construction @ \$ 250/ft2 - 1.25 Gross Up		\$22,490,938	Gross up to be reviewed
			Based on \$30k/stall (90), above grd covered, excl tie in to Ed CP + above grd
Parking		\$3,255,000	\$8000/stall (30)
Demolition Related		\$200,000	Tie in to existing (building)
Building Connection		\$200,000	TBC
Exterior (landscaping Etc)		\$350,000	TBC given existing tree grove concerns
Hazmat Allowance (TBC)		\$70,000	Assumed present
Sub-Total (Soft Costs)		\$5,896,594	
Sub-Total (Hard Costs)		\$26,565,938	
Soft and Hard Cost Total:		\$32,462,531	
Hard Cost Contingency		\$1,604,960	Total Contingency At Concept
Soft Cost Contingency		\$353,615	\$1,958,575
Sub-Total:		\$34,421,106	
GST @1.65 (net)		\$567,951	Contingences Out
Grand Total:		\$34,989,057	\$33,030,483
Hard Cost Per Bed:		\$94,205	
Area (ft2) Per Bed:		319.02	

Appendix 2

Key Operating Assumptions

Escalators per Annum From 2011

Rental Revenue	2%
Property Tax	4%
Utilities	3%
All Other Expenses	3%
Parking Revenue	1%
Reserve Contribution	1%

SJC WOMEN'S RESIDENCE EXPANSION

WORST CASE SENARIO; May 2, 2013

\$30,489,057 Mortgage - 30 year Amortization

SJC Women's Residence - 2013 - FINANCIAL PROFORMA 2015 - 2044

Assumptions

	Total Beds
Units	
1-Bed	20
2-Bed	98
4-Bed	164
Total	282

Rental rate/bed/month

1-Bed	\$1,100
2-Bed	\$750
4-Bed	\$675

Mortgage Interest Rate **4.18%**

Annual Vacancy **10%**

Construction **\$34,989,057**

Equity **\$4,500,000**

Escalators per Annum From 2011

Rental Revenue	2.00%
Property Tax	4%
Utilities	3%
All Other Expenses	3%
Summer Revenue	1%
Food Service Revenue / Costs	1%
Parking Revenue	1%
Reserve Contribution	1%
Lease Revenue (only once every five years)	3%

	Construction	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14
Revenue:															
Rental Revenue		2,474,400	2,523,888	2,574,366	2,625,853	2,678,370	2,731,938	2,786,576	2,842,308	2,899,154	2,957,137	3,016,280	3,076,605	3,138,137	3,200,900
Daycare Lease		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Commercial Lease		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Parking (underground and above ground)		160,650	162,257	163,879	165,518	167,173	168,845	170,533	172,239	173,961	175,701	177,458	179,232	181,024	182,835
Less Residential Winter Vacancy		(247,440)	(252,389)	(257,437)	(262,585)	(267,837)	(273,194)	(278,658)	(284,231)	(289,915)	(295,714)	(301,628)	(307,661)	(313,814)	(320,090)
Total Revenue	-	2,387,610	2,433,756	2,480,808	2,528,786	2,577,706	2,627,589	2,678,452	2,730,316	2,783,200	2,837,124	2,892,109	2,948,177	3,005,348	3,063,645
Expenses - Property Management:															
RLA Salaries & Benefits		52,500	54,075	55,697	57,368	59,089	60,862	62,688	64,568	66,505	68,501	70,556	72,672	74,852	77,098
Property Tax		25,000	26,000	27,040	28,122	29,246	30,416	31,633	32,898	34,214	35,583	37,006	38,486	40,026	41,627
Insurance		30,456	31,370	32,311	33,280	34,278	35,307	36,366	37,457	38,581	39,738	40,930	42,158	43,423	44,726
General & Administrative		13,500	13,905	14,322	14,752	15,194	15,650	16,120	16,603	17,101	17,614	18,143	18,687	19,248	19,825
Equipment/Furniture <\$5,000.00		10,152	10,457	10,770	11,093	11,426	11,769	12,122	12,486	12,860	13,246	13,643	14,053	14,474	14,909
Utilities		193,170	198,965	204,934	211,082	217,415	223,937	230,655	237,575	244,702	252,043	259,604	267,392	275,414	283,677
Maintenance		72,192	74,358	76,588	78,886	81,253	83,690	86,201	88,787	91,451	94,194	97,020	99,931	102,929	106,016
Janitorial Service		114,492	117,927	121,465	125,108	128,862	132,728	136,709	140,811	145,035	149,386	153,868	158,484	163,238	168,135
Capital Amortization		874,726	874,726	874,726	874,726	874,726	874,726	874,726	874,726	874,726	874,726	874,726	874,726	874,726	874,726
Interest Expense	174,945	1,269,332	1,247,214	1,224,162	1,200,136	1,175,095	1,148,996	1,121,795	1,093,444	1,063,896	1,033,099	1,001,001	967,547	932,680	896,340
Total Management Expenses	174,945	2,655,520	2,648,996	2,642,016	2,634,554	2,626,585	2,618,082	2,609,015	2,599,356	2,589,072	2,578,131	2,566,498	2,554,137	2,541,011	2,527,079
Net Income (Loss)	(174,945)	(267,910)	(215,241)	(161,208)	(105,769)	(48,879)	9,507	69,437	130,960	194,128	258,993	325,611	394,040	464,337	536,566
Transfer to Reserves	-	63,450	64,085	64,725	65,373	66,026	66,687	67,353	68,027	68,707	69,394	70,088	70,789	71,497	72,212
Net Contribution	(174,945)	(331,360)	(279,325)	(225,933)	(171,141)	(114,905)	(57,180)	2,083	62,933	125,420	189,599	255,523	323,251	392,840	464,354
Cumulative Contribution from Operations	(174,945)	(506,306)	(785,631)	(1,011,564)	(1,182,705)	(1,297,611)	(1,354,791)	(1,352,707)	(1,289,775)	(1,164,354)	(974,755)	(719,232)	(395,982)	(3,141)	461,213
Reconciliation to Cash Flow															
Add back Amortization	-	874,726	874,726	874,726	874,726	874,726	874,726	874,726	874,726	874,726	874,726	874,726	874,726	874,726	874,726
Add back Interest Expense		1,269,332	1,247,214	1,224,162	1,200,136	1,175,095	1,148,996	1,121,795	1,093,444	1,063,896	1,033,099	1,001,001	967,547	932,680	896,340
Less Debt Payment	-	(1,792,864)	(1,792,864)	(1,792,864)	(1,792,864)	(1,792,864)	(1,792,864)	(1,792,864)	(1,792,864)	(1,792,864)	(1,792,864)	(1,792,864)	(1,792,864)	(1,792,864)	(1,792,864)
Net Cash Flow	(174,945)	19,834	49,751	80,091	110,857	142,052	173,679	205,740	238,239	271,178	304,560	338,387	372,660	407,383	442,556
Cumulative Cash Flow	(174,945)	(155,111)	(105,360)	(25,269)	85,588	227,640	401,319	607,059	845,299	1,116,477	1,421,037	1,759,424	2,132,084	2,539,467	2,982,023

	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	Year 21	Year 22	Year 23	Year 24	Year 25	Year 26	Year 27	Year 28	Year 29
Revenue:															
Rental Revenue	3,264,918	3,330,217	3,396,821	3,464,757	3,534,053	3,604,734	3,676,828	3,750,365	3,825,372	3,901,880	3,979,917	4,059,515	4,140,706	4,223,520	4,307,990
Daycare Lease	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Commercial Lease	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Parking (underground and above ground)	184,663	186,510	188,375	190,259	192,161	194,083	196,024	197,984	199,964	201,963	203,983	206,023	208,083	210,164	212,265
Less Residential Winter Vacancy	(326,492)	(333,022)	(339,682)	(346,476)	(353,405)	(360,473)	(367,683)	(375,036)	(382,537)	(390,188)	(397,992)	(405,952)	(414,071)	(422,352)	(430,799)
Total Revenue	3,123,089	3,183,705	3,245,514	3,308,540	3,372,808	3,438,343	3,505,169	3,573,312	3,642,798	3,713,655	3,785,908	3,859,587	3,934,718	4,011,332	4,089,457
Expenses - Property Management:															
RLA Salaries & Benefits	79,411	81,793	84,247	86,775	89,378	92,059	94,821	97,665	100,595	103,613	106,722	109,923	113,221	116,618	120,116
Property Tax	43,292	45,024	46,825	48,698	50,645	52,671	54,778	56,969	59,248	61,618	64,083	66,646	69,312	72,084	74,968
Insurance	46,067	47,449	48,873	50,339	51,849	53,405	55,007	56,657	58,357	60,108	61,911	63,768	65,681	67,652	69,681
General & Administrative	20,420	21,033	21,664	22,313	22,983	23,672	24,383	25,114	25,867	26,643	27,443	28,266	29,114	29,987	30,887
Equipment/Furniture <\$5,000.00	15,356	15,816	16,291	16,780	17,283	17,802	18,336	18,886	19,452	20,036	20,637	21,256	21,894	22,551	23,227
Utilities	292,187	300,953	309,981	319,281	328,859	338,725	348,887	359,353	370,134	381,238	392,675	404,455	416,589	429,086	441,959
Maintenance	109,197	112,473	115,847	119,322	122,902	126,589	130,387	134,298	138,327	142,477	146,751	151,154	155,689	160,359	165,170
Janitorial Service	173,179	178,375	183,726	189,238	194,915	200,762	206,785	212,989	219,379	225,960	232,739	239,721	246,912	254,320	261,949
Capital Amortization	874,726	874,726	874,726	874,726	874,726	874,726	874,726	874,726	874,726	874,726	874,726	874,726	874,726	874,726	874,726
Interest Expense	858,464	818,989	777,845	734,964	690,271	643,690	595,140	544,540	491,802	436,836	379,548	319,840	257,609	192,749	125,150
Total Management Expenses	2,512,300	2,496,631	2,480,025	2,462,435	2,443,812	2,424,101	2,403,249	2,381,198	2,357,888	2,333,255	2,307,234	2,279,755	2,250,747	2,220,133	2,187,834
Net Income (Loss)	610,789	687,074	765,488	846,105	928,997	1,014,242	1,101,920	1,192,114	1,284,910	1,380,400	1,478,674	1,579,831	1,683,971	1,791,199	1,901,623
Transfer to Reserves	72,934	73,663	74,400	75,144	75,896	76,655	77,421	78,195	78,977	79,767	80,565	81,370	82,184	83,006	83,836
Net Contribution	537,855	613,410	691,088	770,961	853,101	937,587	1,024,499	1,113,918	1,205,933	1,300,633	1,398,110	1,498,461	1,601,787	1,708,193	1,817,787
Cumulative Contribution from Operations	999,068	1,612,478	2,303,567	3,074,527	3,927,628	4,865,215	5,889,714	7,003,632	8,209,566	9,510,198	10,908,308	12,406,769	14,008,556	15,716,749	17,534,536
Reconciliation to Cash Flow															
Add back Amortization	856,469	856,469	856,469	856,469	856,469	856,469	856,469	856,469	856,469	856,469	856,469	856,469	856,469	856,469	856,469
Add back Interest Expense	858,464	818,989	777,845	734,964	690,271	643,690	595,140	544,540	491,802	436,836	379,548	319,840	257,609	192,749	125,150
Less Debt Payment	(1,792,864)	(1,792,864)	(1,792,864)	(1,792,864)	(1,792,864)	(1,792,864)	(1,792,864)	(1,792,864)	(1,792,864)	(1,792,864)	(1,792,864)	(1,473,024)	(1,535,255)	(1,600,115)	(1,667,714)
Net Cash Flow	459,924	496,004	532,539	569,529	606,977	644,881	683,244	722,063	761,340	801,073	841,262	1,201,745	1,180,610	1,157,296	1,131,691
Cumulative Cash Flow	3,441,947	3,937,951	4,470,490	5,040,019	5,646,996	6,291,877	6,975,121	7,697,184	8,458,524	9,259,597	10,100,859	11,302,604	12,483,214	13,640,511	14,772,202

SJC WOMEN'S RESIDENCE EXPANSION

MOST LIKELY; May 2, 2013

\$30,489,057 Mortgage - 30 year Amortization

SJC Women's Residence - 2013 - FINANCIAL PROFORMA 2015 - 2044

Assumptions

	Total Beds
Units	
1-Bed	20
2-Bed	98
4-Bed	164
Total	282

Rental rate/bed/month	
1-Bed	\$1,050
2-Bed	\$725
4-Bed	\$650

Mortgage Interest Rate	3.73%
Annual Vacancy	7%
Construction	\$34,989,057
Equity	\$4,500,000

Escalators per Annum From 2011

Rental Revenue	2.00%
Property Tax	4%
Utilities	3%
All Other Expenses	3%
Summer Revenue	1%
Food Service Revenue / Costs	1%
Parking Revenue	1%
Reserve Contribution	1%
Lease Revenue (only once every five years)	3%

	Construction	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14
Revenue:															
Rental Revenue		2,383,800	2,431,476	2,480,106	2,529,708	2,580,302	2,631,908	2,684,546	2,738,237	2,793,002	2,848,862	2,905,839	2,963,956	3,023,235	3,083,699
Daycare Lease			-	-	-	-	-	-	-	-	-	-	-	-	-
Commercial Lease			-	-	-	-	-	-	-	-	-	-	-	-	-
Parking (underground and above ground)		170,100	171,801	173,519	175,254	177,007	178,777	180,565	182,370	184,194	186,036	187,896	189,775	191,673	193,590
Less Residential Winter Vacancy		(166,866)	(170,203)	(173,607)	(177,080)	(180,621)	(184,234)	(187,918)	(191,677)	(195,510)	(199,420)	(203,409)	(207,477)	(211,626)	(215,859)
Total Revenue	-	2,387,034	2,433,074	2,480,017	2,527,882	2,576,687	2,626,451	2,677,192	2,728,931	2,781,685	2,835,477	2,890,326	2,946,254	3,003,281	3,061,430
Expenses - Property Management:															
RLA Salaries & Benefits		52,500	54,075	55,697	57,368	59,089	60,862	62,688	64,568	66,505	68,501	70,556	72,672	74,852	77,098
Property Tax		25,000	26,000	27,040	28,122	29,246	30,416	31,633	32,898	34,214	35,583	37,006	38,486	40,026	41,627
Insurance		30,456	31,370	32,311	33,280	34,278	35,307	36,366	37,457	38,581	39,738	40,930	42,158	43,423	44,726
General & Administrative		13,500	13,905	14,322	14,752	15,194	15,650	16,120	16,603	17,101	17,614	18,143	18,687	19,248	19,825
Equipment/Furniture <\$5,000.00		10,152	10,457	10,770	11,093	11,426	11,769	12,122	12,486	12,860	13,246	13,643	14,053	14,474	14,909
Utilities		193,170	198,965	204,934	211,082	217,415	223,937	230,655	237,575	244,702	252,043	259,604	267,392	275,414	283,677
Maintenance		72,192	74,358	76,588	78,886	81,253	83,690	86,201	88,787	91,451	94,194	97,020	99,931	102,929	106,016
Janitorial Service		114,492	117,927	121,465	125,108	128,862	132,728	136,709	140,811	145,035	149,386	153,868	158,484	163,238	168,135
Capital Amortization		874,726	874,726	874,726	874,726	874,726	874,726	874,726	874,726	874,726	874,726	874,726	874,726	874,726	874,726
Interest Expense	174,945	1,132,323	1,111,038	1,088,950	1,066,031	1,042,249	1,017,572	991,965	965,393	937,821	909,211	879,524	848,718	816,752	783,583
Total Management Expenses	174,945	2,518,512	2,512,820	2,506,804	2,500,450	2,493,739	2,486,657	2,479,185	2,471,305	2,462,998	2,454,243	2,445,020	2,435,308	2,425,083	2,414,322
Net Income (Loss)	(174,945)	(131,478)	(79,746)	(26,787)	27,433	82,948	139,794	198,007	257,626	318,688	381,234	445,306	510,946	578,198	647,108
Transfer to Reserves		63,450	64,085	64,725	65,373	66,026	66,687	67,353	68,027	68,707	69,394	70,088	70,789	71,497	72,212
Net Contribution	(174,945)	(194,928)	(143,831)	(91,512)	(37,940)	16,922	73,107	130,654	189,599	249,981	311,840	375,218	440,157	506,701	574,896
Cumulative Contribution from Operations	(174,945)	(369,873)	(513,704)	(605,216)	(643,156)	(626,234)	(553,127)	(422,473)	(232,874)	17,106	328,946	704,164	1,144,321	1,651,022	2,225,918
Reconciliation to Cash Flow															
Add back Amortization		874,726	874,726	874,726	874,726	874,726	874,726	874,726	874,726	874,726	874,726	874,726	874,726	874,726	874,726
Add back Interest Expense		1,132,323	1,111,038	1,088,950	1,066,031	1,042,249	1,017,572	991,965	965,393	937,821	909,211	879,524	848,718	816,752	783,583
Less Debt Payment		(1,697,559)	(1,697,559)	(1,697,559)	(1,697,559)	(1,697,559)	(1,697,559)	(1,697,559)	(1,697,559)	(1,697,559)	(1,697,559)	(1,697,559)	(1,697,559)	(1,697,559)	(1,697,559)
Net Cash Flow	(174,945)	114,563	144,374	174,605	205,259	236,338	267,846	299,786	332,159	364,969	398,218	431,909	466,042	500,621	535,646
Cumulative Cash Flow	(174,945)	(60,382)	83,992	258,597	463,856	700,194	968,040	1,267,826	1,599,985	1,964,955	2,363,173	2,795,082	3,261,124	3,761,745	4,297,391

	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	Year 21	Year 22	Year 23	Year 24	Year 25	Year 26	Year 27	Year 28	Year 29
Revenue:															
Rental Revenue	3,145,373	3,208,281	3,272,447	3,337,895	3,404,653	3,472,746	3,542,201	3,613,045	3,685,306	3,759,012	3,834,193	3,910,877	3,989,094	4,068,876	4,150,254
Daycare Lease	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Commercial Lease	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Parking (underground and above ground)	195,526	197,481	199,456	201,450	203,465	205,499	207,554	209,630	211,726	213,843	215,982	218,142	220,323	222,526	224,752
Less Residential Winter Vacancy	(220,176)	(224,580)	(229,071)	(233,653)	(238,326)	(243,092)	(247,954)	(252,913)	(257,971)	(263,131)	(268,393)	(273,761)	(279,237)	(284,821)	(290,518)
Total Revenue	3,120,723	3,181,182	3,242,831	3,305,693	3,369,792	3,435,154	3,501,802	3,569,762	3,639,061	3,709,725	3,781,781	3,855,257	3,930,181	4,006,581	4,084,487
Expenses - Property Management:															
RLA Salaries & Benefits	79,411	81,793	84,247	86,775	89,378	92,059	94,821	97,665	100,595	103,613	106,722	109,923	113,221	116,618	120,116
Property Tax	43,292	45,024	46,825	48,698	50,645	52,671	54,778	56,969	59,248	61,618	64,083	66,646	69,312	72,084	74,968
Insurance	46,067	47,449	48,873	50,339	51,849	53,405	55,007	56,657	58,357	60,108	61,911	63,768	65,681	67,652	69,681
General & Administrative	20,420	21,033	21,664	22,313	22,983	23,672	24,383	25,114	25,867	26,643	27,443	28,266	29,114	29,987	30,887
Equipment/Furniture <\$5,000.00	15,356	15,816	16,291	16,780	17,283	17,802	18,336	18,886	19,452	20,036	20,637	21,256	21,894	22,551	23,227
Utilities	292,187	300,953	309,981	319,281	328,859	338,725	348,887	359,353	370,134	381,238	392,675	404,455	416,589	429,086	441,959
Maintenance	109,197	112,473	115,847	119,322	122,902	126,589	130,387	134,298	138,327	142,477	146,751	151,154	155,689	160,359	165,170
Janitorial Service	173,179	178,375	183,726	189,238	194,915	200,762	206,785	212,989	219,379	225,960	232,739	239,721	246,912	254,320	261,949
Capital Amortization	874,726	874,726	874,726	874,726	874,726	874,726	874,726	874,726	874,726	874,726	874,726	874,726	874,726	874,726	874,726
Interest Expense	749,164	713,450	676,390	637,935	598,032	556,626	513,660	469,077	422,815	374,810	324,998	273,311	219,676	164,022	106,273
Total Management Expenses	2,403,000	2,391,092	2,378,570	2,365,406	2,351,572	2,337,037	2,321,769	2,305,735	2,288,901	2,271,230	2,252,685	2,233,226	2,212,814	2,191,406	2,168,957
Net Income (Loss)	717,723	790,090	864,261	940,287	1,018,220	1,098,116	1,180,032	1,264,027	1,350,160	1,438,495	1,529,097	1,622,031	1,717,366	1,815,175	1,915,530
Transfer to Reserves	72,934	73,663	74,400	75,144	75,896	76,655	77,421	78,195	78,977	79,767	80,565	81,370	82,184	83,006	83,836
Net Contribution	644,789	716,427	789,861	865,142	942,324	1,021,462	1,102,611	1,185,832	1,271,183	1,358,728	1,448,532	1,540,660	1,635,182	1,732,169	1,831,695
Cumulative Contribution from Operations	2,870,707	3,587,134	4,376,995	5,242,137	6,184,462	7,205,923	8,308,535	9,494,366	10,765,549	12,124,278	13,572,810	15,113,470	16,748,652	18,480,822	20,312,516
Reconciliation to Cash Flow															
Add back Amortization	856,469	856,469	856,469	856,469	856,469	856,469	856,469	856,469	856,469	856,469	856,469	856,469	856,469	856,469	856,469
Add back Interest Expense	749,164	713,450	676,390	637,935	598,032	556,626	513,660	469,077	422,815	374,810	324,998	273,311	219,676	164,022	106,273
Less Debt Payment	(1,697,559)	(1,697,559)	(1,697,559)	(1,697,559)	(1,697,559)	(1,697,559)	(1,697,559)	(1,697,559)	(1,697,559)	(1,697,559)	(1,697,559)	(1,424,249)	(1,477,883)	(1,533,537)	(1,591,286)
Net Cash Flow	552,863	588,786	625,161	661,987	699,266	736,997	775,181	813,818	852,908	892,449	932,440	1,246,191	1,233,445	1,219,124	1,203,150
Cumulative Cash Flow	4,850,254	5,439,040	6,064,201	6,726,188	7,425,454	8,162,451	8,937,632	9,751,450	10,604,358	11,496,807	12,429,247	13,675,438	14,908,882	16,128,006	17,331,157

SJC WOMEN'S RESIDENCE EXPANSION

BEST; May 2, 2013

\$29,989,057 Mortgage - 30 year Amortization

SJC Women's Residence - 2013 - FINANCIAL PROFORMA 2015 - 2044

Assumptions

	Total Beds
Units	
1-Bed	20
2-Bed	98
4-Bed	164
Total	282

Rental rate/bed/month	
1-Bed	\$1,050
2-Bed	\$725
4-Bed	\$650

Mortgage Interest Rate	3.38%
Annual Vacancy	4%
Construction	\$34,489,057
Equity	\$4,500,000

Escalators per Annum From 2011

Rental Revenue	2.00%
Property Tax	4%
Utilities	3%
All Other Expenses	3%
Summer Revenue	1%
Food Service Revenue / Costs	1%
Parking Revenue	1%
Reserve Contribution	1%
Lease Revenue (only once every five years)	3%

	Construction	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14
Revenue:															
Rental Revenue		2,383,800	2,431,476	2,480,106	2,529,708	2,580,302	2,631,908	2,684,546	2,738,237	2,793,002	2,848,862	2,905,839	2,963,956	3,023,235	3,083,699
Daycare Lease		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Commercial Lease		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Parking (underground and above ground)		170,100	171,801	173,519	175,254	177,007	178,777	180,565	182,370	184,194	186,036	187,896	189,775	191,673	193,590
Less Residential Winter Vacancy		(95,352)	(97,259)	(99,204)	(101,188)	(103,212)	(105,276)	(107,382)	(109,529)	(111,720)	(113,954)	(116,234)	(118,558)	(120,929)	(123,348)
Total Revenue	-	2,458,548	2,506,018	2,554,420	2,603,774	2,654,096	2,705,408	2,757,729	2,811,078	2,865,475	2,920,943	2,977,502	3,035,173	3,093,978	3,153,941
Expenses - Property Management:															
RLA Salaries & Benefits		52,500	54,075	55,697	57,368	59,089	60,862	62,688	64,568	66,505	68,501	70,556	72,672	74,852	77,098
Property Tax		25,000	26,000	27,040	28,122	29,246	30,416	31,633	32,898	34,214	35,583	37,006	38,486	40,026	41,627
Insurance		30,456	31,370	32,311	33,280	34,278	35,307	36,366	37,457	38,581	39,738	40,930	42,158	43,423	44,726
General & Administrative		13,500	13,905	14,322	14,752	15,194	15,650	16,120	16,603	17,101	17,614	18,143	18,687	19,248	19,825
Equipment/Furniture <\$5,000.00		10,152	10,457	10,770	11,093	11,426	11,769	12,122	12,486	12,860	13,246	13,643	14,053	14,474	14,909
Utilities		193,170	198,965	204,934	211,082	217,415	223,937	230,655	237,575	244,702	252,043	259,604	267,392	275,414	283,677
Maintenance		72,192	74,358	76,588	78,886	81,253	83,690	86,201	88,787	91,451	94,194	97,020	99,931	102,929	106,016
Janitorial Service		114,492	117,927	121,465	125,108	128,862	132,728	136,709	140,811	145,035	149,386	153,868	158,484	163,238	168,135
Capital Amortization		862,226	862,226	862,226	862,226	862,226	862,226	862,226	862,226	862,226	862,226	862,226	862,226	862,226	862,226
Interest Expense	172,445	1,008,988	988,884	968,095	946,597	924,366	901,377	877,604	853,021	827,599	801,311	774,127	746,015	716,945	686,884
Total Management Expenses	172,445	2,382,676	2,378,167	2,373,449	2,368,515	2,363,356	2,357,963	2,352,325	2,346,433	2,340,276	2,333,843	2,327,123	2,320,105	2,312,776	2,305,123
Net Income (Loss)	(172,445)	75,872	127,851	180,971	235,258	290,740	347,446	405,404	464,645	525,200	587,100	650,378	715,068	781,203	848,818
Transfer to Reserves	-	63,450	64,085	64,725	65,373	66,026	66,687	67,353	68,027	68,707	69,394	70,088	70,789	71,497	72,212
Net Contribution	(172,445)	12,422	63,767	116,246	169,886	224,714	280,759	338,050	396,618	456,493	517,706	580,290	644,278	709,705	776,606
Cumulative Contribution from Operations	(172,445)	(160,024)	(96,257)	19,989	189,875	414,589	695,348	1,033,398	1,430,016	1,886,509	2,404,214	2,984,504	3,628,783	4,338,488	5,115,094
Reconciliation to Cash Flow															
Add back Amortization	-	862,226	862,226	862,226	862,226	862,226	862,226	862,226	862,226	862,226	862,226	862,226	862,226	862,226	862,226
Add back Interest Expense		1,008,988	988,884	968,095	946,597	924,366	901,377	877,604	853,021	827,599	801,311	774,127	746,015	716,945	686,884
Less Debt Payment	-	(1,598,613)	(1,598,613)	(1,598,613)	(1,598,613)	(1,598,613)	(1,598,613)	(1,598,613)	(1,598,613)	(1,598,613)	(1,598,613)	(1,598,613)	(1,598,613)	(1,598,613)	(1,598,613)
Net Cash Flow	(172,445)	285,023	316,265	347,955	380,096	412,694	445,750	479,268	513,253	547,706	582,631	618,030	653,907	690,264	727,104
Cumulative Cash Flow	(172,445)	112,578	428,843	776,797	1,156,894	1,569,587	2,015,337	2,494,605	3,007,858	3,555,564	4,138,194	4,756,224	5,410,131	6,100,395	6,827,499

	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	Year 21	Year 22	Year 23	Year 24	Year 25	year 26	Year 27	Year 28	Year 29
Revenue:															
Rental Revenue	3,145,373	3,208,281	3,272,447	3,337,895	3,404,653	3,472,746	3,542,201	3,613,045	3,685,306	3,759,012	3,834,193	3,910,877	3,989,094	4,068,876	4,150,254
Daycare Lease	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Commercial Lease	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Parking (underground and above ground)	195,526	197,481	199,456	201,450	203,465	205,499	207,554	209,630	211,726	213,843	215,982	218,142	220,323	222,526	224,752
Less Residential Winter Vacancy	(125,815)	(128,331)	(130,898)	(133,516)	(136,186)	(138,910)	(141,688)	(144,522)	(147,412)	(150,360)	(153,368)	(156,435)	(159,564)	(162,755)	(166,010)
Total Revenue	3,215,084	3,277,431	3,341,004	3,405,830	3,471,932	3,539,336	3,608,068	3,678,153	3,749,620	3,822,495	3,896,807	3,972,583	4,049,853	4,128,647	4,208,995
Expenses - Property Management:															
RLA Salaries & Benefits	79,411	81,793	84,247	86,775	89,378	92,059	94,821	97,665	100,595	103,613	106,722	109,923	113,221	116,618	120,116
Property Tax	43,292	45,024	46,825	48,698	50,645	52,671	54,778	56,969	59,248	61,618	64,083	66,646	69,312	72,084	74,968
Insurance	46,067	47,449	48,873	50,339	51,849	53,405	55,007	56,657	58,357	60,108	61,911	63,768	65,681	67,652	69,681
General & Administrative	20,420	21,033	21,664	22,313	22,983	23,672	24,383	25,114	25,867	26,643	27,443	28,266	29,114	29,987	30,887
Equipment/Furniture <\$5,000.00	15,356	15,816	16,291	16,780	17,283	17,802	18,336	18,886	19,452	20,036	20,637	21,256	21,894	22,551	23,227
Utilities	292,187	300,953	309,981	319,281	328,859	338,725	348,887	359,353	370,134	381,238	392,675	404,455	416,589	429,086	441,959
Maintenance	109,197	112,473	115,847	119,322	122,902	126,589	130,387	134,298	138,327	142,477	146,751	151,154	155,689	160,359	165,170
Janitorial Service	173,179	178,375	183,726	189,238	194,915	200,762	206,785	212,989	219,379	225,960	232,739	239,721	246,912	254,320	261,949
Capital Amortization	862,226	862,226	862,226	862,226	862,226	862,226	862,226	862,226	862,226	862,226	862,226	862,226	862,226	862,226	862,226
Interest Expense	655,798	623,652	590,410	556,034	520,487	483,727	445,714	406,405	365,756	323,721	280,252	235,302	188,819	140,751	91,045
Total Management Expenses	2,297,134	2,288,794	2,280,089	2,271,006	2,261,528	2,251,639	2,241,323	2,230,564	2,219,342	2,207,640	2,195,439	2,182,718	2,169,457	2,155,634	2,141,229
Net Income (Loss)	917,951	988,637	1,060,915	1,134,824	1,210,404	1,287,697	1,366,744	1,447,590	1,530,278	1,614,855	1,701,368	1,789,866	1,880,397	1,973,013	2,067,766
Transfer to Reserves	72,934	73,663	74,400	75,144	75,896	76,655	77,421	78,195	78,977	79,767	80,565	81,370	82,184	83,006	83,836
Net Contribution	845,016	914,973	986,515	1,059,680	1,134,509	1,211,043	1,289,323	1,369,395	1,451,301	1,535,088	1,620,804	1,708,495	1,798,213	1,890,007	1,983,931
Cumulative Contribution from Operations	5,960,111	6,875,084	7,861,599	8,921,279	10,055,788	11,266,830	12,556,154	13,925,548	15,376,849	16,911,938	18,532,741	20,241,237	22,039,449	23,929,456	25,913,387
Reconciliation to Cash Flow															
Add back Amortization	856,469	856,469	856,469	856,469	856,469	856,469	856,469	856,469	856,469	856,469	856,469	856,469	856,469	856,469	856,469
Add back Interest Expense	655,798	623,652	590,410	556,034	520,487	483,727	445,714	406,405	365,756	323,721	280,252	235,302	188,819	140,751	91,045
Less Debt Payment	(1,598,613)	(1,598,613)	(1,598,613)	(1,598,613)	(1,598,613)	(1,598,613)	(1,598,613)	(1,598,613)	(1,598,613)	(1,598,613)	(1,598,613)	(1,363,311)	(1,409,794)	(1,457,862)	(1,507,568)
Net Cash Flow	758,670	796,481	834,781	873,570	912,852	952,626	992,894	1,033,656	1,074,913	1,116,665	1,158,912	1,436,955	1,433,706	1,429,365	1,423,876
Cumulative Cash Flow	7,586,169	8,382,650	9,217,431	10,091,001	11,003,852	11,956,478	12,949,372	13,983,028	15,057,941	16,174,606	17,333,518	18,770,473	20,204,179	21,633,545	23,057,420

MEMORANDUM OF UNDERSTANDING (“MOU”) MADE AS OF MARCH 21, 2013 (the “Effective Date”).

BETWEEN:

ST. JOSEPH’S COLLEGE
(the “College”)

and

THE GOVERNORS OF THE UNIVERSITY OF ALBERTA
(the “University”)

WHEREAS:

- A. The College owns lands (the “College Lands”) which are located within the boundary of the main campus of the University;
- B. Each of the College and the University has determined that it is in its interest to pursue discussions to establish a formal collaboration (the “Collaboration”) with the other for the development, construction and operation of a residence to provide student living accommodation and student life supports (the “Residence”) on a portion of the College Lands (such portion together with the improvements existing on the same from time to time being the “Residence Lands”);

THEREFORE EACH OF THE COLLEGE AND THE UNIVERSITY agrees with the other as follows:

1. PURPOSE OF MOU - This MOU:

- 1.1 affirms the intent of each of the College and the University to discuss and negotiate a framework and a formal agreement or agreements for the Collaboration (the “Framework and Agreements”); and
- 1.2 sets forth certain current expectations of the parties with respect to the Framework and Agreements.

The relationship established pursuant to this MOU is intended to benefit each party and it is expected that each party shall act in good faith in the discussion and negotiation of the Framework and Agreements with resulting benefits for each party. However, except for the provisions set forth in Articles 5:

- 1.3 this MOU does not create any legally binding obligation on the part of either party; and
- 1.4 neither party is or will be entitled to seek monetary damages or other compensation against the other party based on any alleged failure or breach by the other of the terms of this MOU.

- 2. TERM OF MOU** – The term of this MOU (the “MOU”) commences on the Effective Date and ends on the date that this MOU terminates whether as a result of termination in accordance with by notice as provided in this MOU or the date specified in the Framework and Agreements. Either party may terminate this MOU by not less than thirty (30) days written notice to the other party.

- 3. COMMITMENT OF PARTIES** – Each of the parties shall negotiate in good faith and use reasonable efforts to establish the Framework and Agreements as soon as reasonably possible. Unless and until the Framework and Agreement are established each of the parties shall also participate in, or cause its representatives to participate in, the Steering Committee referred to in Section 4.3 and shall undertake such other activities as agreed upon between the parties.
- 4. FRAMEWORK** – The current expectations of the parties with respect to the Framework include the following general principles:
- 4.1 the Framework will anticipate that the financing of the development of the Residence will be obtained by the University from Alberta Capital Finance Authority (“AFCA”) on terms and conditions, including security, acceptable to each of the University and the College;
 - 4.2 the Framework may require title to the Residence Lands to be transferred to the University and mortgage security on the Residence Lands to be granted by the University to ACFA in which case the Residence Lands would be leased to the College for use as a residence and such lease would provide that the Residence Lands will be retransferred to the College upon the mortgage security being retired by the University with funds received from the College pursuant to the lease;
 - 4.3 the Framework will define the collaborative processes to be implemented by the College and the University for the development of the Residence which is currently expected to accommodate approximately 300 beds and may include space designed to meet the needs of the students in residence including laundry facilities, meeting spaces, social spaces, study spaces, storage, common areas and parking. It is expected that such processes will include the continuation of a Steering Committee to be established through separate agreement of the parties within thirty (30) days of execution and delivery of this MOU;
 - 4.4 the Framework will provide for the University at its cost to undertake the necessary steps to amend its Long Range Development Plan to permit the development of the Residence on the Residence Lands;
 - 4.5 the Framework will provide that any costs incurred to ensure the development and construction of the Residence is consistent with the requirements of The City of Edmonton pursuant to the Right of Way Agreement made the 22 day of February, 1994 between The College and The City of Edmonton will form a part of the budgeted costs of development and construction of the Residence.
- 5. COSTS AND EXPENSES** – Except as otherwise provided in this MOU or in any other agreement entered into between the parties respecting the Collaboration each of the Parties shall bear its own costs and expenses arising from activities undertaken in furtherance of this MOU or such other agreements respecting the Collaboration. Notwithstanding the foregoing:
- 5.1 the College shall be responsible for any and all costs and expenses of any third party consultants whether retained by the College, retained by the College and the University together or retained by the University alone following the Effective Date for the provision of design or development services for the Residence. To the extent such costs and expenses are incurred by the University the College shall pay the same to the University upon demand by the University.

5.2 the College shall be responsible for and shall pay to the University a fee in the amount of \$35,000 and any applicable GST as an allowance against the internal staff costs and expenses of the University in providing those services contemplated in Schedule A hereto during the initial design stage of the Residence, that is up to the awarding of the design build construction contract, such monies to be paid as follows unless otherwise provide in the Agreements:

5.2.1 one-half of such amount upon an agreed request for proposal package being presented to the market for the design build contractor; and

5.2.2 one-half of such amount upon the awarding of the design build construction contract..

It is expected that the foregoing payments will be a credit against any percentage fee payable to the University by the College for its project management office services pursuant to the Formal Agreement.

6. CONFIDENTIALITY – Information disclosed by one Party to the other pursuant to this MOU shall be deemed to be confidential information unless otherwise provided in writing at the time of such disclosure of written information or unless otherwise stated orally at the time of oral disclosure of such information. Each Party shall use all reasonable efforts to treat and keep confidential, and cause its officers, directors, employees and volunteers, to treat and keep confidential, any such information received by it from the other. Reasonable efforts will in no event be less than the efforts used by the receiving party to protect its own confidential information. Any confidential information will be disclosed within the receiving Party only on a “need to know” basis. The obligation to keep confidential will however not apply to information, and such information shall not be considered confidential information, which:

6.1 was in recipient’s possession before receipt from discloser;

6.2 is or becomes a matter of public knowledge through no fault of recipient;

6.3 is rightfully received by recipient from a third party without a duty of confidentiality;

6.4 is disclosed by discloser to a third party without a duty of confidentiality on the third party;

Notwithstanding the foregoing provisions of this Article 6 a recipient may disclose information if such disclosure:

6.5 is required by law including but not limited to applicable statute, regulation or other enactment or by lawful order of a court or administrative tribunal having jurisdiction provided recipient provides discloser with immediate notice of such requirement upon recipient’s receipt of notice of the same; or

6.6 is made by the recipient with the discloser’s prior written approval.

7. Freedom of Information and Protection of Privacy - The University is a public body subject to the *Freedom of Information and Protection of Privacy Act* (Alberta) ("FOIPP"). Notwithstanding anything else in this MOU, confidentiality of any documents that may be circulated among the parties cannot be ensured. Provisions exist under FOIPP to allow disclosure of personal or business information where disclosure would not be harmful to a party's business interests or would not be deemed an unreasonable invasion of personal privacy as defined within FOIPP. Each party shall each bear the burden and associated costs of records management practices to the extent such practices are required by it under FOIPP.




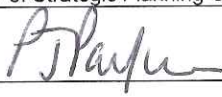
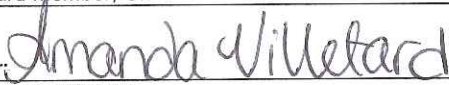
8. Survival – The provisions of Article 5, Article 6 and Article 7 shall survive the expiration or termination of the Term.

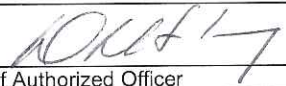
9. Notices - Any notice given by one Party to another pursuant to this MOU must be given in writing and must either be delivered by courier or messenger during normal office hours or faxed to the Party or to whom the same is intended as set forth below:

To UAlberta: Don Hickey Vice-President (Facilities and Operations)
 2-04 South Academic
 University of Alberta
 Edmonton, AB Canada T6G 2J9
 Phone: (780) 492 9238
 Fax: (780) 492 1439

To the College: Attention: Amanda Villetard, CA, MPAcc, Chief Administration Officer
 St. Joseph's College
 University of Alberta
 Edmonton, AB T6G 2J5
 Phone: (780) 492-7681, ext. 225
 Fax: (780) 492-8145

IN WITNESS WHEREOF the Parties have caused this Memorandum to be executed as of the date first above written.

ST. JOSEPH'S COLLEGE	
Per:	
	Fr. Terry Kirsch, President
Per:	
	Dr. Brian Maraj, Academic Dean
Per:	
	Kevin P. Feehan, Q.C., Vice-Chair, Chair of Strategic Planning Committee
Per:	
	Phil Payne Board Member, Chair of Finance Committee
Per:	
	Amanda Villetard, Chief Administration Officer

THE GOVERNORS OF THE UNIVERSITY OF ALBERTA	
	
	Signature of Authorized Officer
	Don Hickey
	Printed Name of Authorized Officer
	Vice-President (Facilities and Operations)
	Position of Authorized Officer

SCHEDULE A Scope of Duties

The University shall provide leadership and management in the co-ordination, administration and completion of the Residence (the "Project"), including all aspects of scope, time, cost and quality. In that regard, the University shall act as the project management liaison for the College in its relationship with its Contractors. The University is responsible for providing organization, methods and systems to deal specifically with the co-ordination of the concurrent design and construction of the Project.

Specific Duties and Responsibilities

The University shall exercise the standard of care, skill and diligence in the performance of the Services customary to the industry.

The University shall ensure that full and complete disclosure of all relevant information relating to the Project is provided to the College, in such form as the College may reasonably require.

The University shall keep the College informed on an ongoing basis on issues arising in the performance of the Services and arising in its communications with the Contractors on the Project.

The University shall apply industry standards to the Services and to the Project, except to the extent that the College modifies such standards in writing

Basic Services

Coordination, Project Planning for the Project

- verifying planning level budgets for the Project along with related scheduling and cash flow requirements,
- reviewing, developing implementation strategies,
- preparing and presenting Project briefs to the College as may be required.
- confirming goals, objectives, priorities, constraints,
- developing a Project Risk Management Program, including process and mitigation strategies,
- confirming scope of work with the Office of the University Architect,
- confirming associated costs of the Project and identification of budget risk and control strategies
- participating in developing development strategies for the Project,

Development

- ensuring the preparation of and general arrangement of drawings to facilitate construction in accordance with the procurement strategy,
- defining Project as to size and range of costs,

- coordinating value engineering assessments when required,
- arranging for Geotechnical investigations, special surveys, environmental impact studies or other such studies as may be required,
- assessing and communicating the University's technical requirements,
- communicates the University's quality criteria expectations and requirements,
- confirming to design team the University's requirements for design guidelines, record drawings requirements, CAFM, safety codes, and roles of the College and University departments,
- updating estimates, budgets, cash flow and scheduling requirements, preparing other related elements of Project master planning,
- assessing Project risks, in conjunction with the College
- providing special liaison and assistance with outside agencies and groups as required,

Implementation

- coordinating the review process and seeks appropriate approvals,
- coordinating the preparation of design development drawings, and seeks appropriate approval
- conducting value-engineering sessions with Project team as required,
- reviewing and updating of budgets, cash flows and schedules,
- assisting the College with defining operating and maintenance requirements for the Project when requested,
- coordinating the preparation of construction drawings and technical specifications, compatible with the University's requirements,
- coordinating formal design review with required departments.
- assisting with the preparation of tender call documents,
- participating in the identification of contractors, suppliers,
- providing procurement advice
- attending and participating in contractor meeting
- updating and monitoring Approved Budgets, cash flow, and schedules,
- assisting in resolving disputes that may arise during construction,
- managing the change order control process, recommending approval of change orders,

- monitoring review of shop drawings for conformity with contract documents,
- monitoring review of warranties and record drawings submitted by the Contractor,
- reporting and maintaining all records,
- monitoring and recommending approval of estimates to changes to scope of work,
- reviewing and recommending for approval all progress claim invoices,
- monitoring all payments to consultants, Contractors, and suppliers,
- preparing payment and holdback reports (both deficiency holdbacks and builders lien holdbacks) coordinate the provisions under the Builders Lien Act,
- monitoring site management and construction activities,
- providing oversight of commissioning activities
- coordinating and participating in inspections at substantial completion, and periodically throughout the time up to and including final acceptance,
- reporting all known deficiencies, defects to the College and participating in the resolution of deficiencies,
- monitoring of safety measures and compliance to related codes,
- monitoring and expediting the preparation of as-built drawings,
- assessing and coordinating any claims relating to a contract and the Project and assist in providing information for any construction related legal proceedings,
- expediting the preparation and receipt of operations and maintenance manuals and record drawings
- in conjunction with the College, establishing the testing, commissioning, training, and startup plans.

Post-Construction

- tracking warranty items requiring rectification prior to year-end review,
- coordinating contractor repairs during warranty period,
- holding meetings with user groups and operational personnel to identify any and all building system and spatial problems, along with the general level of satisfaction with the users (post occupancy review),
- assisting in resolution of operating deficiencies uncovered during warranty period,
- cataloguing and turning over all Project documents, drawings, records, etc. to the College,

- providing to the College a final Project completion report,
- remaining available and assisting with any legal issues arising from a Project.

OUTLINE OF ISSUE

Agenda Title: **St. Joseph’s College (SJC) – Women’s Residence: Borrowing Resolution and Order in Council**

Motion: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee:

- a) execute a Borrowing Resolution requesting approval of mortgage financing for the design and construction of the St. Joseph’s College - Women’s Residence project for a total borrowing amount not to exceed thirty million five hundred thousand dollars (\$30,500,000) in Canadian funds for a term of not more than thirty (30) years at an interest rate of not more than four and ~~one~~ **three** quarter percent (4.~~25~~**75**%); and
- b) make application to the Minister of Infrastructure for the required approval of the Lieutenant Governor in Council.

Item

Action Requested	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Recommendation <input type="checkbox"/> Discussion/Advice <input type="checkbox"/> Information
Proposed by	Don Hickey, Vice-President, Facilities and Operations
Presenter	Don Hickey, Vice-President, Facilities and Operations
Subject	St. Joseph’s College (SJC) – Women’s Residence – Financing

Details

Responsibility	Facilities and Operations
The Purpose of the Proposal is (please be specific)	To obtain financing for portion of the design and construction of the St. Joseph’s College (SJC) – Women’s Residence project. A borrowing resolution and borrowing motion requires the approval of the Board of Governors, based on the recommendation of Board Finance and Property Committee, in order that the required Order in Council may be obtained from the Government of Alberta prior to undertaking construction of the facility.
The Impact of the Proposal is	
Replaces/Revises	n/a
Timeline/Implementation Date	
Estimated Cost	Total project cost is estimated at \$35,000,000
Sources of Funding	Alberta Capital Finance Authority & SJC
Notes	<p>(Please see Briefing Note attached with the “St. Joseph’s College – Women’s Residence – Capital Expenditure Authorization Request (CEAR)” item for additional background information, if required.)</p> <p>The University and St. Joseph’s College wish to facilitate the most cost effective financing through the Alberta Capital Finance Authority, which ultimately leads to lower student rent. The University, having considerable expertise in project delivery, will oversee design, construction and commissioning of the building on a fee for service basis.</p> <p>Given current Alberta Capital Financing Authority interest rates, it would be highly unlikely that the University would be borrowing at the “worst case” rate of 4.25%, as presented in the borrowing resolution. A more likely scenario would be a rate of 3.55%, which may allow the amortization period to be reduced to between 25 and 30 years, with a sufficient annual excess of revenue over debt servicing costs remaining</p>

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	<p>to cushion any potential future decline in enrollment.</p> <p>The University and the College will execute all appropriate legal documents, after appropriate approval by the Lieutenant Governor, which may include:</p> <ul style="list-style-type: none"> • Land transfer from the College to the University allowing the University to finance (securitizing the debt); • Land lease back to the College to operate and maintain for loan amortization period (any operating losses fall to the College); • Land lease payment to the University equals University debt payment for the loan amortization period; and • Land transfer back to the College at the end of the loan amortization period.
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Alignment/Compliance

Alignment with Guiding Documents	Dare to Discover, Academic Plan (Dare to Deliver), Long Range Development Plan
Compliance with Legislation, Policy and/or Procedure Relevant to the Proposal (please <u>quote</u> legislation and include identifying section numbers)	<p><u>Post-Secondary Learning Act</u> <i>The Post-secondary Learning Act, Section 73(1) Subject to the approval of the Lieutenant Governor in Council, a board, for the purposes of the public post-secondary institution, may from time to time borrow any sums of money the board requires and may from time to time issue notes, bonds, debentures or other securities that (a) bear interest at a rate or rates determined by the board,(b) are in a denomination or denominations determined by the board,(c) are payable as to principal and interest(i) in the currency or currencies of any country or countries,(ii) at any place or places,(iii) at any time or times, and(iv) in any manner, determined by the board,(d) may be made redeemable in whole or in part in advance of maturity (i) at any time or times,(ii) on any terms, and(iii) at any price or prices, either with or without premium, determined by the board, and (e) may be issued in amounts that will realize the net sum required by the board for the purposes of the public post-secondary institution.</i></p> <p><u>BFPC Terms of Reference – Sections 3 and 4 state:</u></p> <p>3. <u>MANDATE OF THE COMMITTEE</u></p> <p><i>Except as provided in paragraph 4 and in the Board’s General Committee Terms of Reference, the Committee shall monitor, evaluate, advise and make decisions on behalf of the Board with respect to all strategic and significant financial and property matters and policies of the University(...)</i></p> <p><i>Without limiting the generality of the foregoing, the Committee shall:</i></p> <p><i>g) review and recommend to the Board original Capital Expenditure Authorization Requests or individual Supplemental CEARs greater than \$7 million or aggregate total CEAR and Supplemental CEARs up to, but not exceeding \$14 million.</i></p> <p>4. <u>LIMITATIONS ON DELEGATION BY THE BOARD</u></p> <p><i>The general delegation of authority by the Board to the Committee shall be limited as set out in this paragraph. Notwithstanding the general delegation of authority to the Committee set out in paragraph 3, the Board shall:</i></p> <p><i>(c) approve capital expenditures of more than \$7 million or more or expenditures which, when combined with other expenditures for the same period, would equal</i></p>

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	<i>more than \$7 million.</i>
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Routing (Include meeting dates)

Consultative Route (parties who have seen the proposal and in what capacity)	<ul style="list-style-type: none"> • Project Steering Committee • Building Community • Community Presidents Meeting – April 23, 2013 • Facilities Development Committee (FDC) – Site Plan and Bridging Documents (information) April 25, 2013
Approval Route (Governance) (including meeting dates)	BFPC – May 28, 2013 (for recommendation to Board of Governors) Board of Governors – June 21, 2013 (for approval)
Final Approver	Board of Governors

Attachments:

1. Proforma (worst case) (2 pages)
2. Borrowing Resolution (2 pages)

Prepared by:

Todd Werre, Director, Project Management Office, Planning and Project Delivery, Facilities and Operations
Telephone: 780-492-5525 Email: todd.werre@ualberta.ca

SJC WOMEN'S RESIDENCE EXPANSION

Version 17 WORST; May 2, 2013 NO UNDERGROUND

\$30,489,057 Mortgage - 30 year Amortization

SJC Women's Residence - 2013 - FINANCIAL PROFORMA 2015 - 2044

Assumptions

	Total Beds
Units	
1-Bed	20
2-Bed	98
4-Bed	164
Total	282

Escalators per Annum From 2011

Rental Revenue	2.00%
Property Tax	4%
Utilities	3%
All Other Expenses	3%
Summer Revenue	1%
Food Service Revenue / Costs	1%
Parking Revenue	1%
Reserve Contribution	1%
Lease Revenue (only once every five years)	3%

Rental rate/bed/month

1-Bed	\$1,100
2-Bed	\$750
4-Bed	\$675

Mortgage Interest Rate	4.25%
Annual Vacancy	10%
Construction Cost	\$34,989,057
Equity	\$4,500,000

	Construction	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14
Revenue:															
Rental Revenue		\$2,474,400	\$2,523,888	\$2,574,366	\$2,625,853	\$2,678,370	\$2,731,938	\$2,786,576	\$2,842,308	\$2,899,154	\$2,957,137	\$3,016,280	\$3,076,605	\$3,138,137	\$3,200,900
Daycare Lease		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Commercial Lease		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Parking (underground and above ground)		\$160,650	\$162,257	\$163,879	\$165,518	\$167,173	\$168,845	\$170,533	\$172,239	\$173,961	\$175,701	\$177,458	\$179,232	\$181,024	\$182,835
Less Residential Winter Vacancy		-\$247,440	-\$252,389	-\$257,437	-\$262,585	-\$267,837	-\$273,194	-\$278,658	-\$284,231	-\$289,915	-\$295,714	-\$301,628	-\$307,661	-\$313,814	-\$320,090
Total Revenue	\$0	\$2,387,610	\$2,433,756	\$2,480,808	\$2,528,786	\$2,577,706	\$2,627,589	\$2,678,452	\$2,730,316	\$2,783,200	\$2,837,124	\$2,892,109	\$2,948,177	\$3,005,348	\$3,063,645
Expenses - Property Management:															
RLA Salaries & Benefits		\$52,500	\$54,075	\$55,697	\$57,368	\$59,089	\$60,862	\$62,688	\$64,568	\$66,505	\$68,501	\$70,556	\$72,672	\$74,852	\$77,098
Property Tax		\$25,000	\$26,000	\$27,040	\$28,122	\$29,246	\$30,416	\$31,633	\$32,898	\$34,214	\$35,583	\$37,006	\$38,486	\$40,026	\$41,627
Insurance		\$30,456	\$31,370	\$32,311	\$33,280	\$34,278	\$35,307	\$36,366	\$37,457	\$38,581	\$39,738	\$40,930	\$42,158	\$43,423	\$44,726
General & Administrative		\$13,500	\$13,905	\$14,322	\$14,752	\$15,194	\$15,650	\$16,120	\$16,603	\$17,101	\$17,614	\$18,143	\$18,687	\$19,248	\$19,825
Equipment/Furniture <\$5,000.00		\$10,152	\$10,457	\$10,770	\$11,093	\$11,426	\$11,769	\$12,122	\$12,486	\$12,860	\$13,246	\$13,643	\$14,053	\$14,474	\$14,909
Utilities		\$193,170	\$198,965	\$204,934	\$211,082	\$217,415	\$223,937	\$230,655	\$237,575	\$244,702	\$252,043	\$259,604	\$267,392	\$275,414	\$283,677
Maintenance		\$72,192	\$74,358	\$76,588	\$78,886	\$81,253	\$83,690	\$86,201	\$88,787	\$91,451	\$94,194	\$97,020	\$99,931	\$102,929	\$106,016
Janitorial Service		\$114,492	\$117,927	\$121,465	\$125,108	\$128,862	\$132,728	\$136,709	\$140,811	\$145,035	\$149,386	\$153,868	\$158,484	\$163,238	\$168,135
Capital Amortization		\$874,726	\$874,726	\$874,726	\$874,726	\$874,726	\$874,726	\$874,726	\$874,726	\$874,726	\$874,726	\$874,726	\$874,726	\$874,726	\$874,726
Interest Expense	\$174,945	\$1,290,346	\$1,268,124	\$1,244,948	\$1,220,777	\$1,195,567	\$1,169,275	\$1,141,853	\$1,113,254	\$1,083,426	\$1,052,317	\$1,019,872	\$986,033	\$950,741	\$913,933
Total Management Expenses	\$174,945	\$2,676,534	\$2,669,907	\$2,662,802	\$2,655,195	\$2,647,058	\$2,638,361	\$2,629,074	\$2,619,166	\$2,608,602	\$2,597,349	\$2,585,369	\$2,572,623	\$2,559,072	\$2,544,672
Net Income (Loss)	-\$174,945	-\$288,924	-\$236,151	-\$181,994	-\$126,410	-\$69,351	-\$10,772	\$49,378	\$111,150	\$174,597	\$239,775	\$306,741	\$375,554	\$446,276	\$518,973
Transfer to Reserves	\$0	\$63,450	\$64,085	\$64,725	\$65,373	\$66,026	\$66,687	\$67,353	\$68,027	\$68,707	\$69,394	\$70,088	\$70,789	\$71,497	\$72,212
Net Contribution	-\$174,945	-\$352,374	-\$300,235	-\$246,719	-\$191,782	-\$135,378	-\$77,459	-\$17,975	\$43,123	\$105,890	\$170,381	\$236,652	\$304,765	\$374,779	\$446,761
Cumulative Contribution from Operations	-\$174,945	-\$527,319	-\$827,555	-\$1,074,274	-\$1,266,056	-\$1,401,434	-\$1,478,893	-\$1,496,868	-\$1,453,745	-\$1,347,855	-\$1,177,475	-\$940,822	-\$636,058	-\$261,278	\$185,482
Reconciliation to Cash Flow															
Add back Amortization	\$0	\$874,726	\$874,726	\$874,726	\$874,726	\$874,726	\$874,726	\$874,726	\$874,726	\$874,726	\$874,726	\$874,726	\$874,726	\$874,726	\$874,726
Add back Interest Expense		\$1,290,346	\$1,268,124	\$1,244,948	\$1,220,777	\$1,195,567	\$1,169,275	\$1,141,853	\$1,113,254	\$1,083,426	\$1,052,317	\$1,019,872	\$986,033	\$950,741	\$913,933
Less Debt Payment	\$0	-\$1,807,707	-\$1,807,707	-\$1,807,707	-\$1,807,707	-\$1,807,707	-\$1,807,707	-\$1,807,707	-\$1,807,707	-\$1,807,707	-\$1,807,707	-\$1,807,707	-\$1,807,707	-\$1,807,707	-\$1,807,707
Net Cash Flow	-\$174,945	\$4,991	\$34,908	\$65,248	\$96,014	\$127,209	\$158,836	\$190,897	\$223,396	\$256,335	\$289,717	\$323,544	\$357,817	\$392,540	\$427,713
Cumulative Cash Flow	-\$174,945	-\$169,954	-\$135,046	-\$69,798	\$26,217	\$153,426	\$312,262	\$503,159	\$726,555	\$982,891	\$1,272,608	\$1,596,152	\$1,953,969	\$2,346,509	\$2,774,222
	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	Year 21	Year 22	Year 23	Year 24	Year 25	Year 26	Year 27	Year 28	Year 29

Revenue:

Rental Revenue	\$3,264,918	\$3,330,217	\$3,396,821	\$3,464,757	\$3,534,053	\$3,604,734	\$3,676,828	\$3,750,365	\$3,825,372	\$3,901,880	\$3,979,917	\$4,059,515	\$4,140,706	\$4,223,520	\$4,307,990
Daycare Lease	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Commercial Lease	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Parking (underground and above ground)	\$184,663	\$186,510	\$188,375	\$190,259	\$192,161	\$194,083	\$196,024	\$197,984	\$199,964	\$201,963	\$203,983	\$206,023	\$208,083	\$210,164	\$212,265
Less Residential Winter Vacancy	-\$326,492	-\$333,022	-\$339,682	-\$346,476	-\$353,405	-\$360,473	-\$367,683	-\$375,036	-\$382,537	-\$390,188	-\$397,992	-\$405,952	-\$414,071	-\$422,352	-\$430,799
Total Revenue	\$3,123,089	\$3,183,705	\$3,245,514	\$3,308,540	\$3,372,808	\$3,438,343	\$3,505,169	\$3,573,312	\$3,642,798	\$3,713,655	\$3,785,908	\$3,859,587	\$3,934,718	\$4,011,332	\$4,089,457

Expenses - Property Management:

RLA Salaries & Benefits	\$79,411	\$81,793	\$84,247	\$86,775	\$89,378	\$92,059	\$94,821	\$97,665	\$100,595	\$103,613	\$106,722	\$109,923	\$113,221	\$116,618	\$120,116
Property Tax	\$43,292	\$45,024	\$46,825	\$48,698	\$50,645	\$52,671	\$54,778	\$56,969	\$59,248	\$61,618	\$64,083	\$66,646	\$69,312	\$72,084	\$74,968
Insurance	\$46,067	\$47,449	\$48,873	\$50,339	\$51,849	\$53,405	\$55,007	\$56,657	\$58,357	\$60,108	\$61,911	\$63,768	\$65,681	\$67,652	\$69,681
General & Administrative	\$20,420	\$21,033	\$21,664	\$22,313	\$22,983	\$23,672	\$24,383	\$25,114	\$25,867	\$26,643	\$27,443	\$28,266	\$29,114	\$29,987	\$30,887
Equipment/Furniture <\$5,000.00	\$15,356	\$15,816	\$16,291	\$16,780	\$17,283	\$17,802	\$18,336	\$18,886	\$19,452	\$20,036	\$20,637	\$21,256	\$21,894	\$22,551	\$23,227
Utilities	\$292,187	\$300,953	\$309,981	\$319,281	\$328,859	\$338,725	\$348,887	\$359,353	\$370,134	\$381,238	\$392,675	\$404,455	\$416,589	\$429,086	\$441,959
Maintenance	\$109,197	\$112,473	\$115,847	\$119,322	\$122,902	\$126,589	\$130,387	\$134,298	\$138,327	\$142,477	\$146,751	\$151,154	\$155,689	\$160,359	\$165,170
Janitorial Service	\$173,179	\$178,375	\$183,726	\$189,238	\$194,915	\$200,762	\$206,785	\$212,989	\$219,379	\$225,960	\$232,739	\$239,721	\$246,912	\$254,320	\$261,949
Capital Amortization	\$874,726	\$874,726	\$874,726	\$874,726	\$874,726	\$874,726	\$874,726	\$874,726	\$874,726	\$874,726	\$874,726	\$874,726	\$874,726	\$874,726	\$874,726
Interest Expense	\$875,544	\$835,506	\$793,749	\$750,198	\$704,776	\$657,403	\$607,996	\$556,466	\$502,724	\$446,673	\$388,214	\$327,245	\$263,657	\$197,338	\$128,170
Total Management Expenses	\$2,529,380	\$2,513,148	\$2,495,928	\$2,477,669	\$2,458,317	\$2,437,815	\$2,416,105	\$2,393,125	\$2,368,810	\$2,343,092	\$2,315,900	\$2,287,160	\$2,256,794	\$2,224,721	\$2,190,854

Net Income (Loss)	\$593,710	\$670,556	\$749,585	\$830,871	\$914,492	\$1,000,528	\$1,089,064	\$1,180,187	\$1,273,989	\$1,370,563	\$1,470,008	\$1,572,426	\$1,677,924	\$1,786,611	\$1,898,603
Transfer to Reserves	\$72,934	\$73,663	\$74,400	\$75,144	\$75,896	\$76,655	\$77,421	\$78,195	\$78,977	\$79,767	\$80,565	\$81,370	\$82,184	\$83,006	\$83,836
Net Contribution	\$520,776	\$596,893	\$675,185	\$755,727	\$838,596	\$923,873	\$1,011,643	\$1,101,992	\$1,195,012	\$1,290,796	\$1,389,443	\$1,491,056	\$1,595,740	\$1,703,605	\$1,814,767

Cumulative Contribution from Operations	\$706,258	\$1,303,151	\$1,978,336	\$2,734,063	\$3,572,659	\$4,496,533	\$5,508,176	\$6,610,168	\$7,805,180	\$9,095,976	\$10,485,419	\$11,976,475	\$13,572,215	\$15,275,820	\$17,090,586
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Reconciliation to Cash Flow

Add back Amortization	\$856,469	\$856,469	\$856,469	\$856,469	\$856,469	\$856,469	\$856,469	\$856,469	\$856,469	\$856,469	\$856,469	\$856,469	\$856,469	\$856,469	\$856,469
Add back Interest Expense	\$875,544	\$835,506	\$793,749	\$750,198	\$704,776	\$657,403	\$607,996	\$556,466	\$502,724	\$446,673	\$388,214	\$327,245	\$263,657	\$197,338	\$128,170
Less Debt Payment	-\$1,807,707	-\$1,807,707	-\$1,807,707	-\$1,807,707	-\$1,807,707	-\$1,807,707	-\$1,807,707	-\$1,807,707	-\$1,807,707	-\$1,807,707	-\$1,807,707	-\$1,480,462	-\$1,544,050	-\$1,610,369	-\$1,679,537
Net Cash Flow	\$445,081	\$481,161	\$517,696	\$554,686	\$592,134	\$630,038	\$668,401	\$707,220	\$746,497	\$786,230	\$826,419	\$1,194,307	\$1,171,815	\$1,147,042	\$1,119,869
Cumulative Cash Flow	\$3,219,303	\$3,700,464	\$4,218,160	\$4,772,846	\$5,364,980	\$5,995,018	\$6,663,419	\$7,370,639	\$8,117,137	\$8,903,367	\$9,729,786	\$10,924,093	\$12,095,908	\$13,242,950	\$14,362,819

**RESOLUTION OF
THE BOARD OF GOVERNORS OF THE UNIVERSITY OF ALBERTA**

Whereas:

- A. The Board of Governors, to carry out the purposes of the University, deems it appropriate and necessary to proceed with the construction of the St. Joseph's College (SJC) project at a currently budgeted cost of Thirty Five Million Dollars in Canadian funds (\$35,000,000.00) (the "Project");

And

- B. The Board of Governors considers it appropriate and necessary that the University, in accordance with this Resolution, fund a portion of the Project by borrowing an amount not to exceed Thirty Million Five Hundred Thousand Dollars in Canadian funds (\$30,500,000.00) from the Lender defined herein.

IT IS HEREBY RESOLVED THAT:

1. Pursuant to Section 73 of the *Post-Secondary Learning Act* and subject to the prior approval of the Lieutenant Governor in Council, the Board of Governors, for the purposes of the University, authorizes and approves the borrowing of an amount to fund a portion of the Project not to exceed Thirty Million Five Hundred Thousand Dollars in Canadian funds (\$30,500,000.00) (the "Loan").
2. The Loan be:
 - (a) from a lender (the "Lender") which is the Alberta Capital Finance Authority in an amount not to exceed Thirty Million Five Hundred Thousand Dollars in Canadian funds (\$30,500,000.00);
 - (b) for a term not to exceed thirty (30) years;
 - (c) at an interest rate not to exceed four and one quarter percent (4.25%) per annum;and that within the foregoing parameters, the establishment of the amount, term and interest rate be made by the Vice-President (Finance and Administration).
3. To secure the repayment of the Loan, the University grants to the Lender such security as may be required by the Lender and agreed to by the Vice-President (Finance and Administration).

4. The Vice-President (Finance and Administration) be and is hereby authorized for and on behalf of the University:
 - a) to negotiate, execute and deliver to the Lender such notes, bonds, debentures or other securities in such form, with or without seal, and containing such terms and conditions related to the Loan including amount, denomination, time and place of payment, principal and interest and redemption as agreed with such Lender;
 - b) to include in the security agreed with such Lender in conjunction with the Loan all such securities, debentures, charges, pledges, mortgages, conveyances, assignments and transfers to or in favour of the Lender of all or any property, real or personal, moveable or immovable, owned by the University or in which it may have an interest as may be agreed with such Lender;
 - c) to give to the Lender any other documents or contracts necessary to give or furnish to the Lender the security or securities required by the Lender including without limiting the generality of the foregoing, all or any receivables, book debts due or growing due, stocks, bonds, insurance policies, promissory notes, bills of exchange and securities of all kinds.
5. All agreements, securities, documents and instruments purporting to be signed, made, drawn, accepted, executed or endorsed as hereinbefore provided shall be valid and binding upon the University.
6. The Lender shall be furnished with a certified copy of this Resolution.

I hereby certify that this Resolution has full force and effect on the ____ day of _____, 2013.

Chair of The Board of Governors of the
University of Alberta

OUTLINE OF ISSUE

Agenda Title: **Appendix XIX: South Campus Long Range Development Plan Amendment 2013**

Motion: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee and the GFC Facilities Development Committee, approve the proposed *Appendix XIX: South Campus Long Range Development Plan Amendment 2013*, as set forth in Attachment 2, as the basis for further planning; and approve the concurrent rescission of 'Section 6.2' of the *Long Range Development Plan 2002*.

Item

Action Requested	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Recommendation <input type="checkbox"/> Discussion/Advice <input type="checkbox"/> Information
Proposed by	Don Hickey, Vice-President, Facilities and Operations
Presenter	Don Hickey, Vice-President, Facilities and Operations
Subject	<i>Appendix XIX: South Campus Long Range Development Plan Amendment 2013</i>

Details

Responsibility	Vice-President, Facilities and Operations
The Purpose of the Proposal is (please be specific)	Concluding over four years of campus planning activities and in consultation with neighbouring communities consistent with <i>Appendix XVIII: University of Alberta Consultation Protocol</i> , the purpose is to amend the University's <i>Long Range Development Plan (LRDP)</i> and, more specifically, Sectors 12, 13, and 14 located at the University's South Campus
The Impact of the Proposal is	To update the Long Range Land Use plans and align with both the University's academic and operational vision. Approval of this document will formalize 4 years of stakeholder consultation.
Replaces/Revises (eg, policies, resolutions)	Replaces Section 6.2 in the <i>LRDP</i> . To review this section of the <i>LRDP</i> , as it is currently set out, see: http://www.facilities.ualberta.ca/~media/facilities/Documents/PlanningPojDelDOCS/LRDP2002.pdf
Timeline/Implementation Date	Upon final approval by the Board of Governors and Ministerial confirmation that the amendment couples with the Land Use Regulations
Estimated Cost	N/A
Sources of Funding	N/A
Notes	N/A

Alignment/Compliance

Alignment with Guiding Documents	<i>Dare to Discover</i> ; Academic Plan (<i>Dare to Deliver</i>); Long Range Development Plan (LRDP); and University of Alberta Comprehensive Institutional Plan (CIP)
Compliance with Legislation, Policy and/or Procedure Relevant to the Proposal (please quote legislation and include identifying section numbers)	1. Post-Secondary Learning Act (PSLA): The <i>PSLA</i> gives GFC responsibility, subject to the authority of the Board of Governors, over academic affairs (Section 26(1)) and provides that GFC may make recommendations to the Board of Governors on a building program and related matters (Section 26(1) (o)). Section 18(1) of the <i>PSLA</i> give the Board of Governors the authority to make any bylaws "appropriate for the management, government and control of the university buildings and land." Section 19 of the <i>Act</i> requires that the Board "consider the recommendations of the general faculties council, if any, on matters of academic import prior to providing for (a) the support and maintenance

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of the university, (b) the betterment of existing buildings, (c) the construction of any new buildings the board considers necessary for the purposes of the university [and] (d) the furnishing and equipping of the existing and newly erected buildings [.] [...]" Section 67(1) of the Act governs the terms under which university land may be leased.

2. GFC Facilities Development Committee (FDC) Terms of Reference – Section 3. Mandate of the Committee:

"1. Policy Matters

The Facilities Development Committee is responsible for making recommendations to the Academic Planning Committee or the Board of Governors concerning policy matters with respect to the following. (GFC 29 SEP 2003)

A. Planning

1. Comprehensive facilities development plan.

B. Facilities

1. Planning and use of physical facilities, including parking facilities and transportation. (GFC 29 SEP 2003)
2. Use of land owned or leased by the University.
3. Standards, systems and procedures for planning and designing physical facilities."

3. Board Finance and Property Committee (BFPC) Terms of Reference – Section 3. Mandate of the Committee: "[...]

3. MANDATE OF THE COMMITTEE

Except as provided in paragraph 4 and in the Board's General Committee Terms of Reference, the Committee shall monitor, evaluate, advise and make decisions on behalf of the Board with respect to all strategic and significant financial and property matters and policies of the University. The Committee shall also consider any other matter delegated to the Committee by the Board.

Without limiting the generality of the foregoing, the Committee shall: [...]

Policies

n) review and recommend to the Board policies regarding the acquisition, management, control and disposition of University buildings, land and equipment and regarding individual project proposals and the implications of these short and long-range capital plans to the strategic vision of the University[.] [...]

4. LIMITATIONS ON DELEGATION BY THE BOARD

The general delegation of authority by the Board to the Committee shall be limited as set out in this paragraph. Notwithstanding the

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	<p>general delegation of authority to the Committee set out in paragraph 3, the Board shall: [...] f) approve policies regarding the acquisition, management, control and disposition of University buildings, land and equipment and regarding individual project proposals and the implications of these short and long-range capital plans to the strategic vision of the University[.] [...]"</p>
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Routing (Include meeting dates)

Consultative Route (parties who have seen the proposal and in what capacity)	GFC Facilities Development Committee (proposed amendment of the University's Long Range Development Plan) – October 25, 2012; GFC Facilities Development Committee (South Campus – Sustainability Pillars) – January 24, 2013; Consultation report for Appendix XIX: South Campus Long Range Development Plan Amendment 2013 (see attachment)
Approval Route (Governance) (including meeting dates)	GFC Facilities Development Committee (for recommendation) – April 25, 2013; Board Finance and Property Committee (for recommendation) – May 28, 2013; Board of Governors (for final approval) – June 21, 2013
Final Approver	Board of Governors

Attachments:

1. Briefing Note (3 pages)
2. Appendix XIX: South Campus Long Range Development Plan Amendment 2013 (109 pages)
3. Current LRDP and Proposed LRDP: Sector 12 (1 page)
4. Current LRDP and Proposed LRDP: Sector 14 (1 page)

Prepared by:

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Appendix XIX: South Campus Long Range Development Plan Amendment 2013

Background

Consultation on the land use plan for the University's South Campus has been ongoing since 2008. After considerable planning and community consultation, the University has begun the formal process of amending the Long Range Development Plan (LRDP) as it pertains to Sectors 12, 13 and 14.

In addition to the existing nine (9) planning principles within the existing 2002 LRDP, the principles of smart growth and planned communities have been further developed and incorporated into the amended plans. These principles reference best practices and adopted a triple bottom line approach that balances the environmental, economic and social aspects of sustainability.

Seven (7) Sustainable Themes of Development were identified and developed as the sustainability pillars in the development of the Sector Plans of South Campus, and include:

- Energy Efficiency
- Waste and Wastewater Management
- Water and Storm Water Management
- Ecology and the Environment
- Transportation
- Built Environment
- Health and Complete Communities

Over the past 4 years there have been numerous consultation meetings in the form of faculty meetings with Agricultural, Life and Environmental Sciences (ALES) and Physical Education and Recreation (PER); Community Consulting Committee/South Campus Neighbourhood Committee meetings; planning element focus groups (transportation, history, sustainability, built-form); individual neighbourhood meetings; and community-wide Open Houses. These discussions have brought about a series of active dialogues that have resulted in the development of land use plans that are different from that which was approved by the Board in 2002. At this time the university and the communities agreed that these discussions should be captured and that the LRDP should be formally amended as it pertains to Sectors 12, 13 and 14. In accordance with the consultation process outlined within the LRDP, two formal community wide open houses were held on September 26, 2012 and March 14, 2013. The community was provided access to the Open House materials on-line, with the submission of comments closing 3 weeks later on October 17, 2012 and April 4, 2013 respectively.

Presentation boards for the September 26, 2012 Public Information Open House, together with a summary of community consultation and evaluations were presented to Facilities Development Committee (FDC) members on October 25, 2012 to review the consultation comments received to date, as well as obtain further opinion and comment for integration into our consultation summary.

Updated goals, challenges and opportunities for each of the seven (7) sustainability pillars were also presented to FDC members on January 24, 2013 for discussion.

Appendix XIX: South Campus Long Range Development Plan Amendment 2013

Issues

The following are incorporated into Appendix XIX: South Campus Long Range Development Plan Amendment 2013: the proposed revised land use plans for Sectors 12, 13 and 14; consultation report consistent with Appendix 18: University of Alberta Consultation Protocol; evaluation summaries of two open houses and the University's responses. This document is submitted through University Governance to seek a formal approval of the LRDP amendment by the Board of Governors by June 2013. When approved, Appendix XIX: South Campus Long Range Development Plan Amendment 2013 will replace Section 6.2 in the Long Range Development Plan 2002.

The following is a summary of substantive land use elements and design principles that have remained, as well as those that have been changed.

What Has Been Maintained:

1. The overall planning and principles of the 2002 LRDP, including the overarching strategic planning principles (Section 5) and the planning elements, initiatives and guidelines(Section 7) with the amendments as noted below;
2. Population of 15,000 students, plus associated faculty and staff;
3. Campus focus on academics and research and the infrastructure to support the delivery of the academic vision;
4. No public thorough-fare of traffic allowed through Sector 12 or 13 or onto 62 Avenue from Sector 14; and
5. Sector 13 remains designated as agricultural research.

What has changed:

1. **Transportation** developments:
 - a. Removal of large public surface parking lots to three structured parking facilities (parkades) in proximity to the entry points to the campus;
 - b. Reduction of the parking ratio from 1 stall/4 students to 1 stall/5 students;
 - c. Addition of a public road access on the east side of campus at 61 Avenue and 115 Street to access the southeast parking structure;
 - d. Addition of a restricted access to Sector 13 Agricultural Research Lands onto 51 Avenue;
 - e. Provision of transit/emergency vehicle-only access to Grandview Heights neighborhood from Sector 14; and
 - f. Proposal of an alternative access location. This concept requires further discussion with the Federal Government.
2. **Sector 12** developments: (see Attachment 3)
 - a. Increase in the amount of Recreation/Shared Use area;
 - b. Formalization of the Transition area for development of Residences (adjacent to 122 Street) and identification of additional Residence zone east of the LRT;
 - c. Formalization of the Open Space zone along the east side of 122 Street;
 - d. Relocation of the Storm Water Management pond, to be fully developed as an integrated constructed wetland and bio-swale system; and
 - e. Relocation of the University Support area to the interior of campus.
3. **Sector 14** developments: (see Attachment 4)
 - a. Expansion of Transition zone and its formalization as Residential development;

Appendix XIX:

South Campus Long Range Development Plan Amendment 2013

- b. Addition of a Landscaped Open Space zone with a multi-use trail and plantings on the southern boundary with the Lansdowne neighbourhood (north of the existing alley);
- c. Addition of street-facing low density Residential development on the northern boundary with the Grandview Heights neighbourhood (south of 62 Avenue);
- d. Addition of a Mixed Use development area;
- e. Reduction in the amount of Academic/Research Partnership lands; and
- f. Incorporation of an integrated constructed wetland and bio-swale system for Storm Water Management.

Recommendation

THAT the Board Finance Property Committee recommend that the Board of Governors approve the proposed *Appendix XIX: South Campus Long Range Development Plan Amendment 2013*, as set forth in Attachment 2, as the basis for further planning; and recommends to the Board of Governors the concurrent rescission of 'Section 6.2' of the *Long Range Development Plan 2002*.

Prepared By:

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APPENDIX XIX: SOUTH CAMPUS LONG RANGE DEVELOPMENT PLAN Amendment 2013



**BUILDING
ON VISION**
UNIVERSITY OF ALBERTA



REPLACES SECTION 6.2 IN THE LONG RANGE
DEVELOPMENT PLAN 2002

6.2 South Campus.....	3
6.2.1 Sector 12.....	5
6.2.2 Sector 14.....	13
6.2.3 Sector 13.....	18
6.2.4 Community Consultation Process.....	22
6.2.5 Consultation Summary.....	26
6.2.6 University of Alberta Responses to community feedback.....	38
<i>Addendum: 2011 TIA completed by Bunt & Associate.....</i>	<i>45</i>

WHAT IS A LONG RANGE DEVELOPMENT PLAN?

The LRDP is responsive to the University’s Academic Plan, Strategic Research Plan and the Strategic Business Plan. It is, therefore, a flexible document rather than a rigid template (or ‘master plan’) and it will need amendment when substantial alterations are made in the University’s guiding plans.

The LRDP identifies a set of Strategic Planning Principles that should form the basis for achievement of the goals, objectives and strategies expressed in the Academic, Research and the Business Plans. It identifies as well how the University lands and facilities should be developed in response to these plans and it outlines the operational planning initiatives and guidelines that will direct development.

The LRDP is the overall organizing framework for development and is approved by the Board of Governors as the guiding document for physical planning. The University will develop detailed administrative plans for various geographic sectors of the University in conjunction with the timing of development in these sectors.

WHY IS THE LONG RANGE DEVELOPMENT PLAN NEEDED?

The University has always maintained a sufficient land base to meet its development requirements. However, from time to time, it is necessary to review the ways in which it plans development of those lands. The existing LRDP is over 30 years old, thus past its period of relevance. It is time for a new strategic review of the long range development needs and plan for them.

With growth continuing at the University of Alberta, and approaching new and higher rates of growth, continued facilities growth requires a useful framework within which to deploy its physical assets effectively, efficiently and in a timely manner in response to academic and research priorities.

SOUTH CAMPUS 30-YEAR CONCEPT PLAN

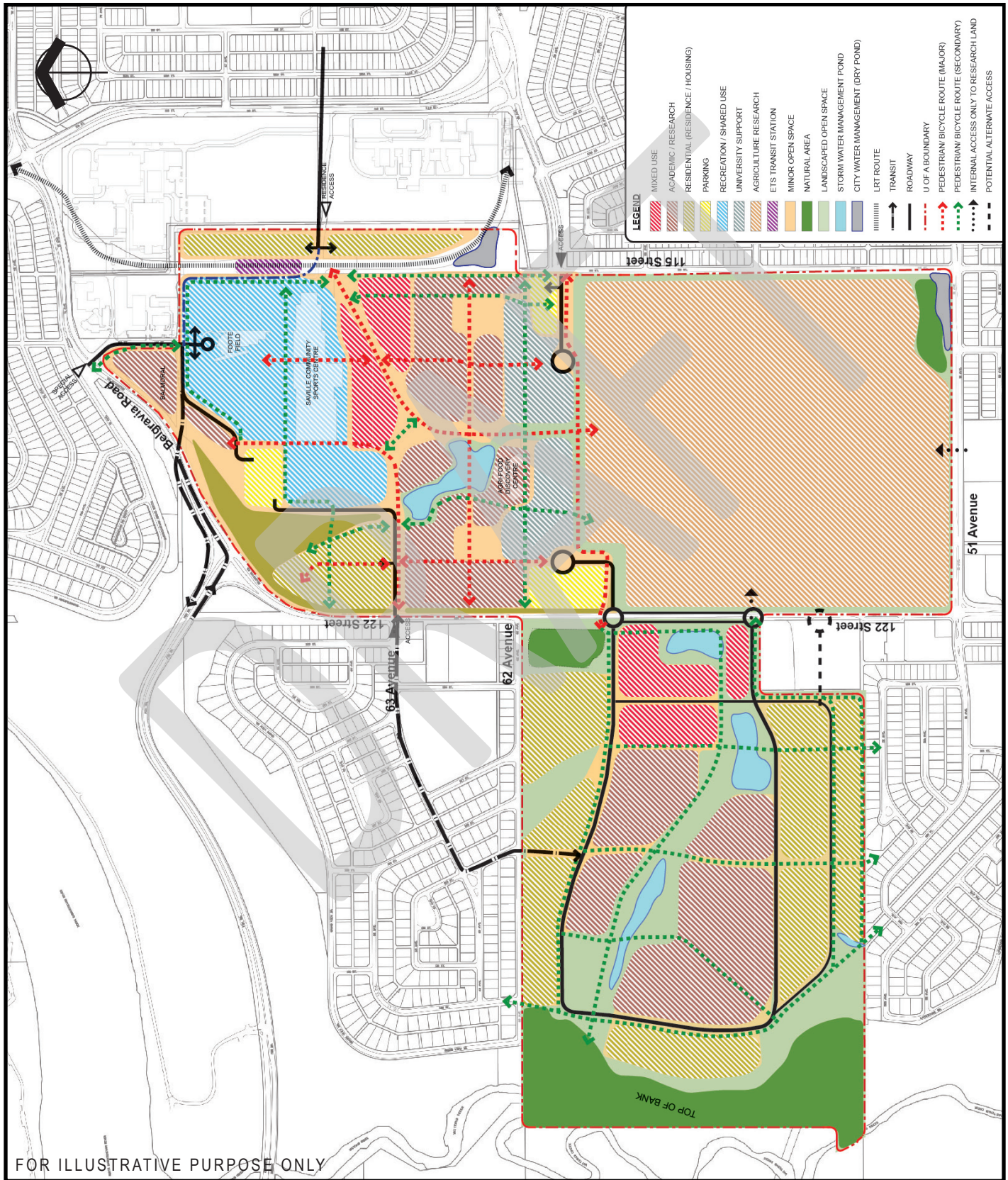


FIGURE 1 (EXHIBIT 27 - 2002)

6.2 South Campus

South Campus will accommodate much of the growth of the University of Alberta for the next thirty years. Over time, it may accommodate faculties and other activities from North Campus, as well as new faculties and new areas of teaching, research and development.

South Campus is planned in a manner consistent with the February 2001 direction from the University Board of Governors, whereby three sectors will be developed over time:

South Campus Sector	Size in hectares
Sector 12	Approximately 75 ha
Sector 13	Approximately 74 ha
Sector 14	Approximately 94 ha

Architectural guidelines will encourage a diversity of quality, signature architecture. Significant green spaces will be created as an amenity to those on-site and in the adjacent communities. Development will be graduated from lower density at the edges of campus to higher density in the centre.

South Campus will be developed based upon a series of Smart Growth and Planned Communities Principles that will ensure the creation of an exemplary campus community.

Smart Growth Principles

- Pursue a healthy and sustainable campus
- Realize operation, academic and social benefits to the University and surrounding communities
- Promote greater connections and communication with the surrounding community
- Create lasting, meaningful and accessible places
- While the U of A needs to maintain barrier-free access and service ability to various facilities, it will promote a pedestrian-oriented campus to the extent possible
- Smart Growth appreciates that a campus will need to be phased as a campus develops

Planned Community Principles

South Campus will embody and balance social, ecological, and economic sustainability in every aspect of its design and function by:

- Enhancing and building upon the existing sustainability and resource stewardship philosophy of the University of Alberta by balancing the three spheres of sustainability: social, economic and environmental;
- Creation of an academic and residential environment which fosters the energetic exchange of ideas and creates a unique sense of place;
- Promoting opportunities for South Campus to act as a living laboratory, utilizing the site for the testing and integration of future urban design innovations;
- Provide strong connections with neighbouring communities, allowing for shared amenities and services;
- Support and advance the university's goal of becoming one of the world's top public educational institutions; and
- Making optimal use of the university's budgetary resources and partnership funding.

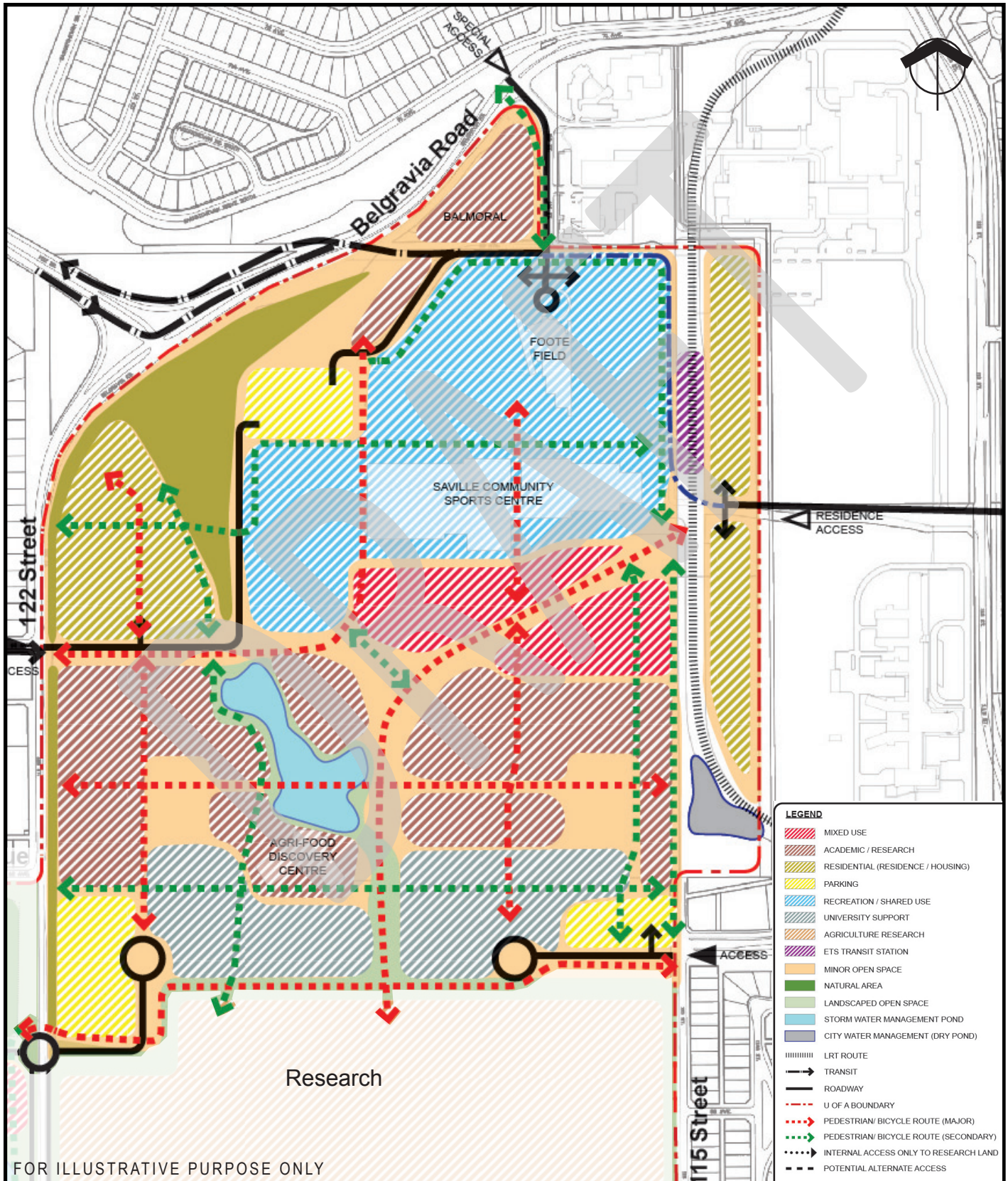


FIGURE 2 (EXHIBIT 28 - 2002)

6.2.1 Sector 12

The physical character of this academic/research sector of South Campus will contrast that of North Campus: it will be park-like; development will be lower in density in order to be compatible with its suburban surroundings; and although accessible by urban roads and transit, it will be pedestrian-oriented.

Over the next 30 years, approximately 15,000 students are projected, resulting in an estimated need of:

- Between 200,000 – 300,000 square meters of new research space;
- Between 200,000 – 300,000 square meters of new teaching and university support space; and
- Housing and residence facilities for up to 5,000 students.

South Campus may grow initially as a specialty campus and home of Centres of Excellence and Achievement and independent Faculties, the Faculties of Physical Education and Recreation (PER) and Agricultural, Life and Environmental Sciences (ALES) are anticipated to be the first occupants of Sector 12.

This academic/research sector of South Campus, with its attractive physical character, evolved reputation, modern facilities, and easy access may become the university's new location of choice for many programs.

6.2.1.1 Land Use Pattern

The land use pattern follows five fundamental strategies:

- Faculty-specific sectors will be accommodated to the extent practical;
- A higher density main street will be developed connecting the LRT station in the north east of the site with an improved gateway feeding to the centre of the Sector. The main street will integrate a mix of use lands including teaching and researching space, student residences, university support services and campus commercial and retail spaces;
- Lower density uses will be located toward the periphery of the site to reduce the impact on surrounding neighbours and provide a more welcoming and interconnected boundary between adjacent land owners;
- The campus will be pedestrian-oriented with distributed formal points of access from vehicles with sufficient parking on the periphery; and
- Creation of a university support area in the southern portion of Sector 12 with direct vehicular access from 60 Avenue. In the near-term, the snow dump and vehicle pool will remain in their existing locations near the west and east edges of Sector 12, respectively.

Developments will occur with consideration to suitable land use transitions and adjacent uses as determined at the sector plan level of detail.

A full range of services, programs and facilities will be developed and sited consistent with the context and smart growth/sustainability principles guiding development of the campus.

It is important to note that significant change will occur over a long period of time. Transitional systems and infrastructure will need to be created to allow for an integrated phased development responsive to the new and

existing facilities in adjacencies and juxtapositions. These issues will be resolved through the creation of sector plans and in development plans as new buildings are being planned and constructed.

6.2.1.2 Open Space

The open space system on this site will comprise formal and informal elements including quads, plazas, gardens and walkways to provide opportunities for formal, casual and leisure outdoor activities. Storm water management facilities will also be incorporated into the network of open space. Through development guidelines, the siting of buildings will be such that significant open space will be part of each development.

Natural environments such as those found presently along the northwest edge of the site will be preserved where possible. While the current wetland will be disrupted, the final development calls for an integrated system of constructed wetland and bioswales. These systems are not only critical to reducing storm run-off, but they will double as living laboratory sites for students and recreation space for faculty, staff, student and surrounding communities to enjoy.

Recreation fields and facilities will be developed to serve the needs of all campus sites including any shortfalls that may occur due to lack of space for these facilities at other campus locations. These spaces will also be open for the surrounding communities to enjoy when not being utilized for university events.

6.2.1.3 Heritage Buildings and Existing Research Facilities

An assessment of potential heritage buildings will be carried out and a preservation plan will be developed as required.

The University of Alberta is committed to enhancing agriculture research, and will not eliminate or arbitrarily move existing research facilities. If for some currently unforeseen reason it were absolutely necessary to do so, the university would replace the research facility at its new location with a facility of equal value. Such activity would occur only through extensive consultation with external partner organizations, faculty and researchers utilizing such facilities.

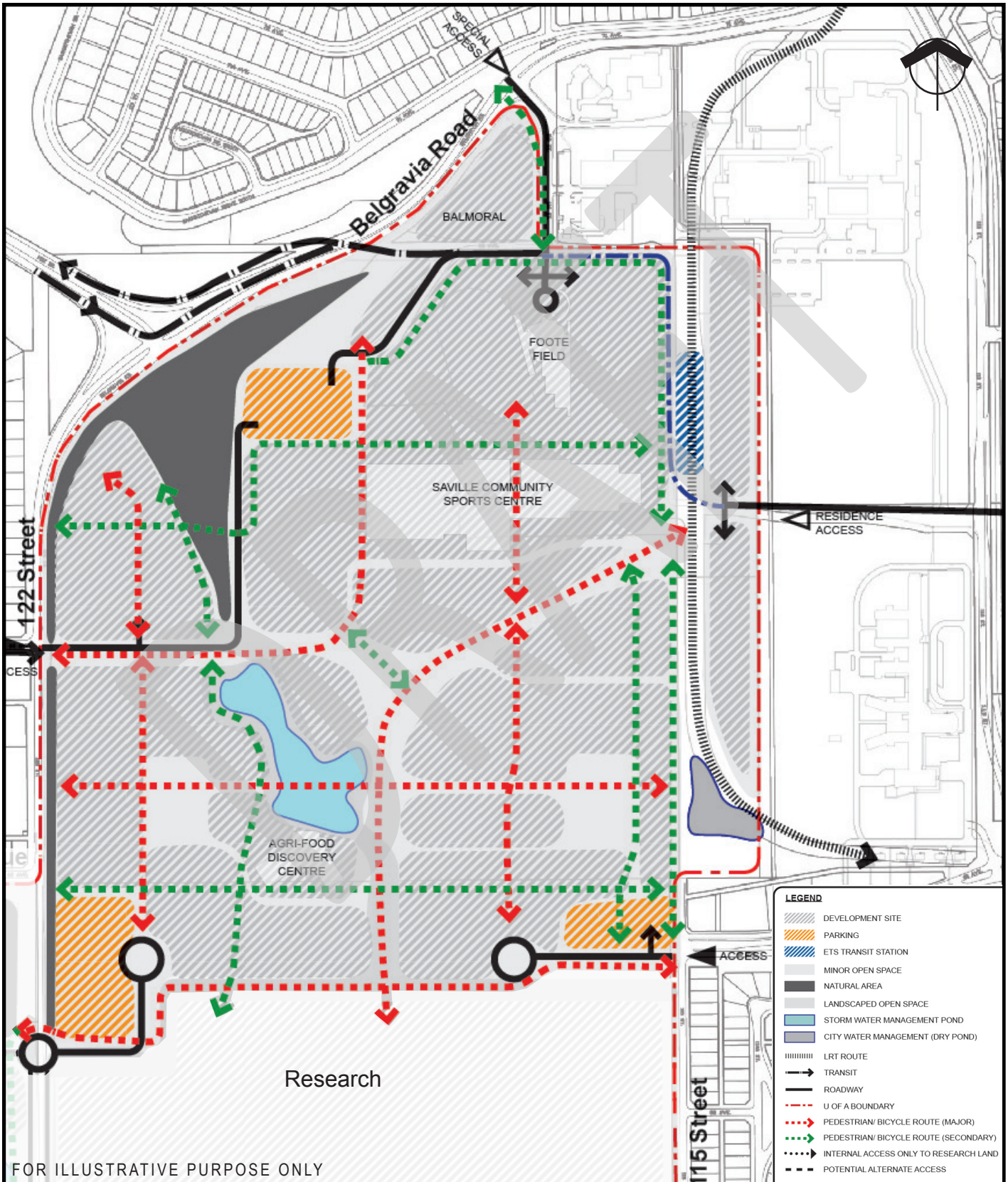


FIGURE 3 (EXHIBIT 30 - 2002)

6.2.1.4 Transportation

Road access to Sector 12 will be from 122 Street at 63 Avenue and from 60 Avenue at 115 Street in the short/medium term; additional access points will be from 116 Street via Belgravia Road and from 65 Avenue via 113 Street in the longer term. Over the 30-year horizon of the plan, some alterations to the road network will be required to accommodate growth at South Campus, as well as urban development in south Edmonton. A revised Transportation Impact Assessment (TIA) was completed and provided to the City of Edmonton for their review and comment based on the planned growth and layout of the sector. Should the need for future revisions be required, they will occur in consultation with the City Transportation Services Department.

Public automobile access will be restricted to the periphery on the site. Public parking structures/lots will be placed in locations near campus access points.

Service vehicle routes will be designed to minimize on-site conflicts with pedestrians and bicycles. These routes may also be utilized to access handicap parking areas.

LRT and bus transit routing will be finalized in consultation with the City Transportation Services Department. South Campus will accommodate a LRT station and a bus transit centre.

6.2.1.5 Parking

Parking will be accommodated on-site through a combination of surface and structured parking facilities located at the entrances to the campus. Initially, parking will be designed as surface lots. As development progresses and land is required, parking will be designed in structured facilities. Over the long term, the majority of parking on campus will be provided in the form of structured parking facilities. Parking for those living within residences, although limited, will be provided within that development zone. As well, as the need arises, handicap parking at certain buildings may be provided.

6.2.1.6 Pedestrian & Bicycle Circulation

The campus main street will be the major intra-campus spine for pedestrian and bicycle traffic.

A hierarchy of pedestrian and bike-ways will be incorporated into the development to allow direct access between facilities on campus.

Outdoor circulation will be developed to shelter pedestrians through the use of landscape and other techniques.

The campus's pedestrian and circulation paths will also tie into logical points of the City of Edmonton's bicycle and multi-use trail system that is located at the perimeter of the sector.

6.2.1.7 Community Linkages

This campus site will be linked to community pedestrian and bicycle systems and therefore to the regional systems as well, e.g. to the river valley system. This provides connectivity between this sector and our other campus communities within Edmonton.

6.2.1.8 Gateways

The major entrances to Sector 12 will be developed as gateways to identify entrances to the campus and to provide information to help orient those arriving at the campus. Gateways will be developed at:

- 122 Street and 63 Avenue;
- 122 Street and 61 Avenue;
- Belgravia Road and 116 Street (existing); and
- 115 Street and 61 Avenue (existing).

While not a gateway, residents needing to access student housing located east of the LRT will gain access to the development via the existing Neil Crawford Access/Edmonton Transit Access at 113 Street and 63 Avenue.

DRAFT

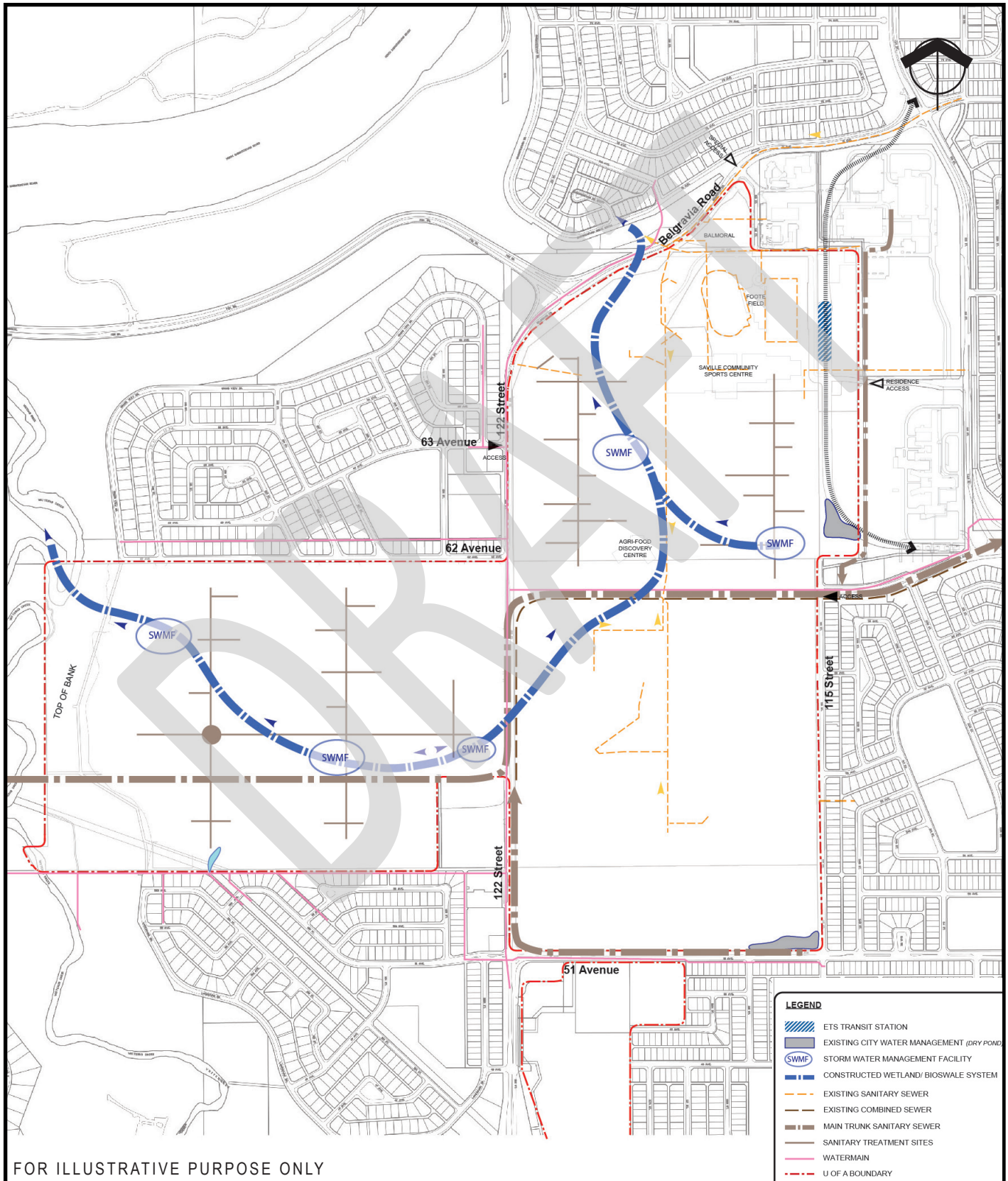


FIGURE 4 (EXHIBIT 32 - 2002)

6.2.1.9 Utilities

In the short term, the campus will access municipal services that are on, or are adjacent to, the site as needed. As development continues, the development of a central energy plant is accommodated within this plan. To limit waste and support self-sufficiency, the campus will utilize sustainable design principles that allow for the concepts of reduce, reuse, recycle; energy and waste reduction of our infrastructure, and where possible on-site reuse or processing of resources.

On-site storm water management is required and two to three hectare wet and/or dry ponds will be developed as warranted. Candidate locations for these ponds are illustrated. The ponds should be integrated with the campus open space system as amenity and wildlife areas.

Further analysis will be undertaken to assess the financial feasibility of a central integrated energy plant for South Campus.

DRAFT

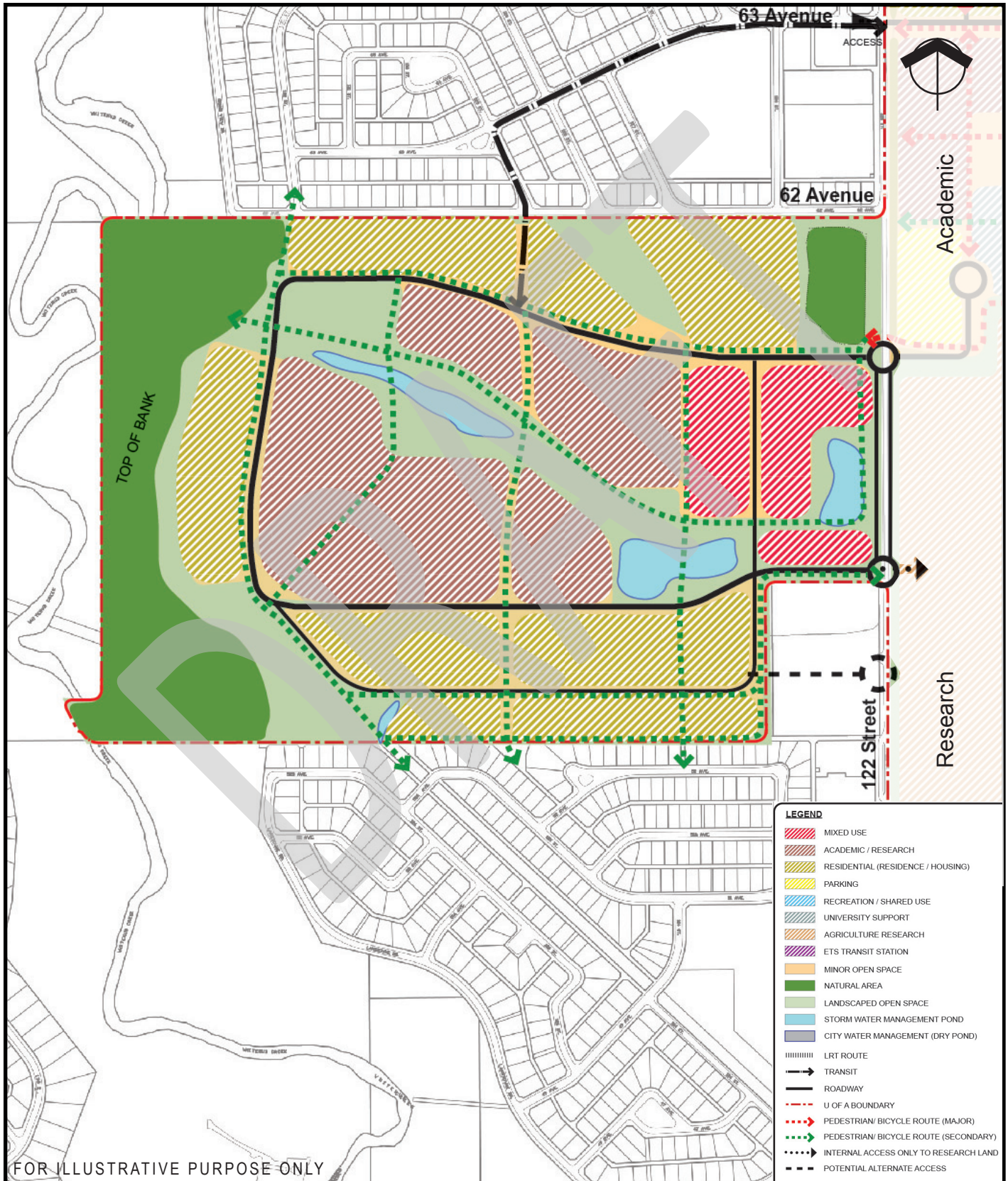


FIGURE 5 (EXHIBIT 33 -2002)

6.2.2 Sector 14

Sector 14 will allow a mixture of architecturally controlled residential and mixed use development, as well as research and/or office development, attractive to partners who not only wish to be associated with the university, but also want a quality address that reflects their corporate values. A partner is defined as an independent firm, or research transition firm, or a joint research venture with an outside agency, or a joint venture among faculties with a close affinity to university research and development where integrating university and public operations within a single facility advances the vision of each organization.

6.2.2.1 Land Use Pattern

The land use pattern of Sector 14 takes into consideration the residential development bordering the lands on the north and south, the environmental character of the western boundary, and the opportunity for access afforded by 122 Street, the eastern boundary.

The development character of Sector 14 will be sensitive to the suburban character of adjacent neighbourhoods. The higher density development will occur on internal lands with lower density development occurring toward the edges of the site. No research facilities will be located within this residential development zone, but will be focused within the academic/research partnered lands and possibly in the mixed-use development zones.

The residential development will respect the edge condition of existing neighbourhoods through the development of ground-oriented low-density housing units in single-detached, semi-detached, and townhouse forms. These housing units will be developed with heights comparable to adjoining development in existing neighbourhoods. Moving toward the centre of the sector and away from existing neighbourhoods, building forms will transition to medium-density low-rise apartment forms. Housing development along the west ravine could see medium-density apartments in a mid-rise form. The development should be such that it respects the top of bank and provides ample space for both formal and informal walking paths, as well as provide strong top of bank views for all to enjoy.

The academic/research partnership lands are where the highest densities will be located. This area will be separated from residential development by a ring road that will have two access points on 122 Street. These facilities will create a research park that would house both university and independent research organizations. This partnered research is critical to the university in meeting its mandate and vision. These buildings for higher density academic and research partnership developments will occur on internal lands, depending on floor space demand.

The mixed use developments will be located at the eastern edge of the site and could see a combination of commercial and residential activity. The location of commercial operations would support the needs of those both living and working within the Sector and promotes a concept of a walkable community. Its location also provides easy access for the neighbouring communities.

The central open space will serve many functions. A constructed wetland and bioswale system will accommodate storm water run-off as well as clean the water before it is discharged along the site's natural drainage paths. This open space, similar to that in Sector 12, will provide an opportunity to use the space as a

living laboratory and support community outreach programs. Through the introduction of formal and informal walking and large park areas, this open space can be used by all residents for outdoor activity and connections to the ravine.

6.2.2.2 Open Space

The open space system will be made up of natural and developed open space.

Open space will be defined on the periphery of the sector as well as internally between building sites. Open space may be passive or may accommodate walkways, bikeways and outdoor community activities.

The storm water management system will be connected to the open space system.

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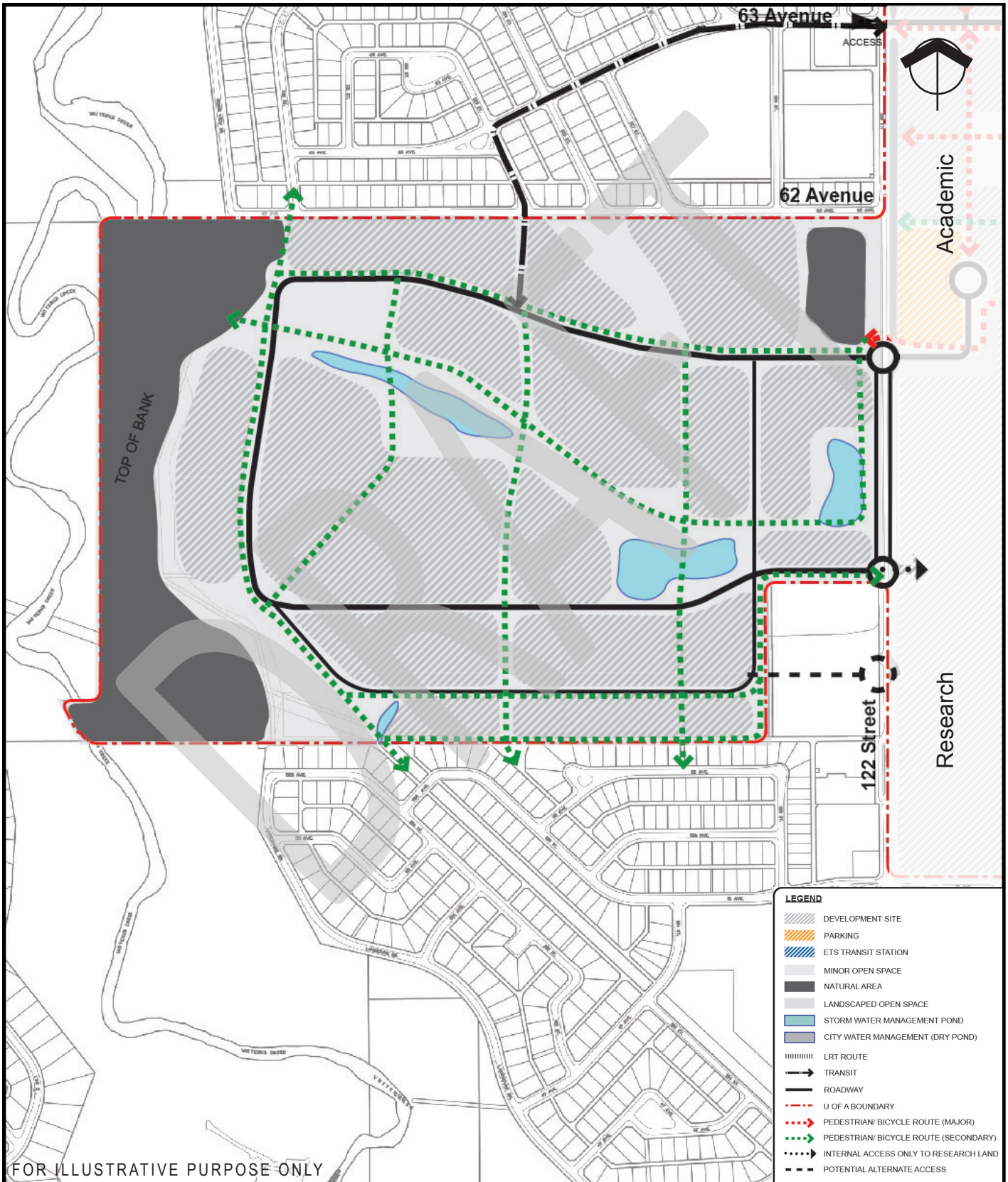


FIGURE 6 (EXHIBIT 34 - 2002)

6.2.2.3 Transportation

Private vehicular access to Sector 14 will be limited to 122 Street with no through access to or from adjacent communities. Those residents of Sector 14 that live in housing directly adjacent to the communities of Grandview and Lansdowne will have access to the existing road and alley systems. The remainder of the site will be serviced by a loop road that will carry auto, service vehicle and transit traffic. A transit and emergency vehicle-only connection is proposed at the north side of the site at 62 Avenue and 127 Street, to provide more effective transit and EMS service. This connector will be restricted and controlled by means that will prevent private vehicle access/shortcutting (i.e.: Bus Jump).

An on-site pedestrian and bicycle circulation system will be provided, connecting to adjacent neighbourhoods and to the rest of South Campus east of 122 Street.

6.2.2.4 Parking

Parking will be included with each site to accommodate the development's parking requirements.

6.2.2.5 Community Linkages

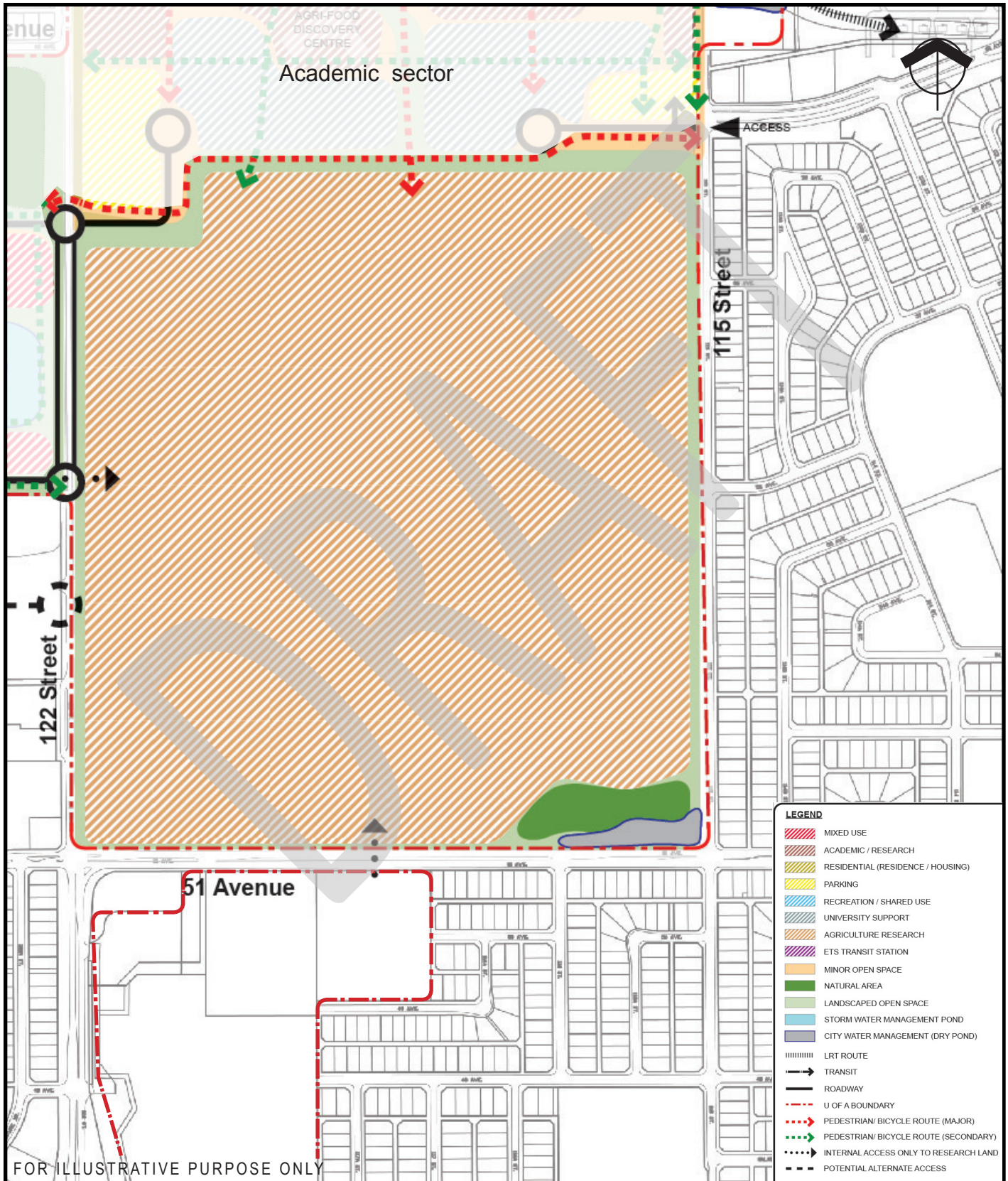
This campus site will be linked to community pedestrian and bicycle systems and therefore to the regional systems as well, e.g., to the river valley system. Connections will be made to existing north-south cycling and pedestrian route on 122 Street, existing walking trails in Whitemud Creek ravine, and to existing sidewalk and trail systems in the Grandview Heights and Lansdowne neighbourhoods. Direct pedestrian and cycling connections will also be made across 122 Street to the rest of South Campus.

6.2.2.6 Utilities

Sector 14 will access municipal services that are found adjacent to the site as needed. However, to limit waste and support self-sufficiency, the campus will utilize infrastructure designs that allow for the processing of waste on-site and the reduction in use or the on-site reuse of resources wherever possible and could possibly be tied back to the central plant located within Sector 12 where feasible.

On-site storm water management will be required and one to three hectare wet and/or dry ponds will be developed as warranted.

Pedestrian, bicycle and transit linkages will be available to the rest of South Campus and North Campus by linking the university trail system with the City of Edmonton systems.



FOR ILLUSTRATIVE PURPOSE ONLY

FIGURE 7 (EXHIBIT 35 - 2002)

6.2.3 Sector 13

For the foreseeable future, these lands will continue to be used and developed to support the research initiatives of the University of Alberta.

6.2.3.1 Land Use Patterns

Current research station facilities will be consolidated over time in the new Sector 13. While recent land purchases will slowly see production research relocate to these sites, Sector 13 is intended for animal, crop, and other agricultural research activities.

The focus of research may continue in the area of biological life sciences that may include research related to livestock, crop, food processing and other similar research domains.

Research staff housing may be needed on site.

6.2.3.2 Open Space

Building sites will be developed as required. Open space and easy sight lines will be integral elements in achieving the required bio-security on site.

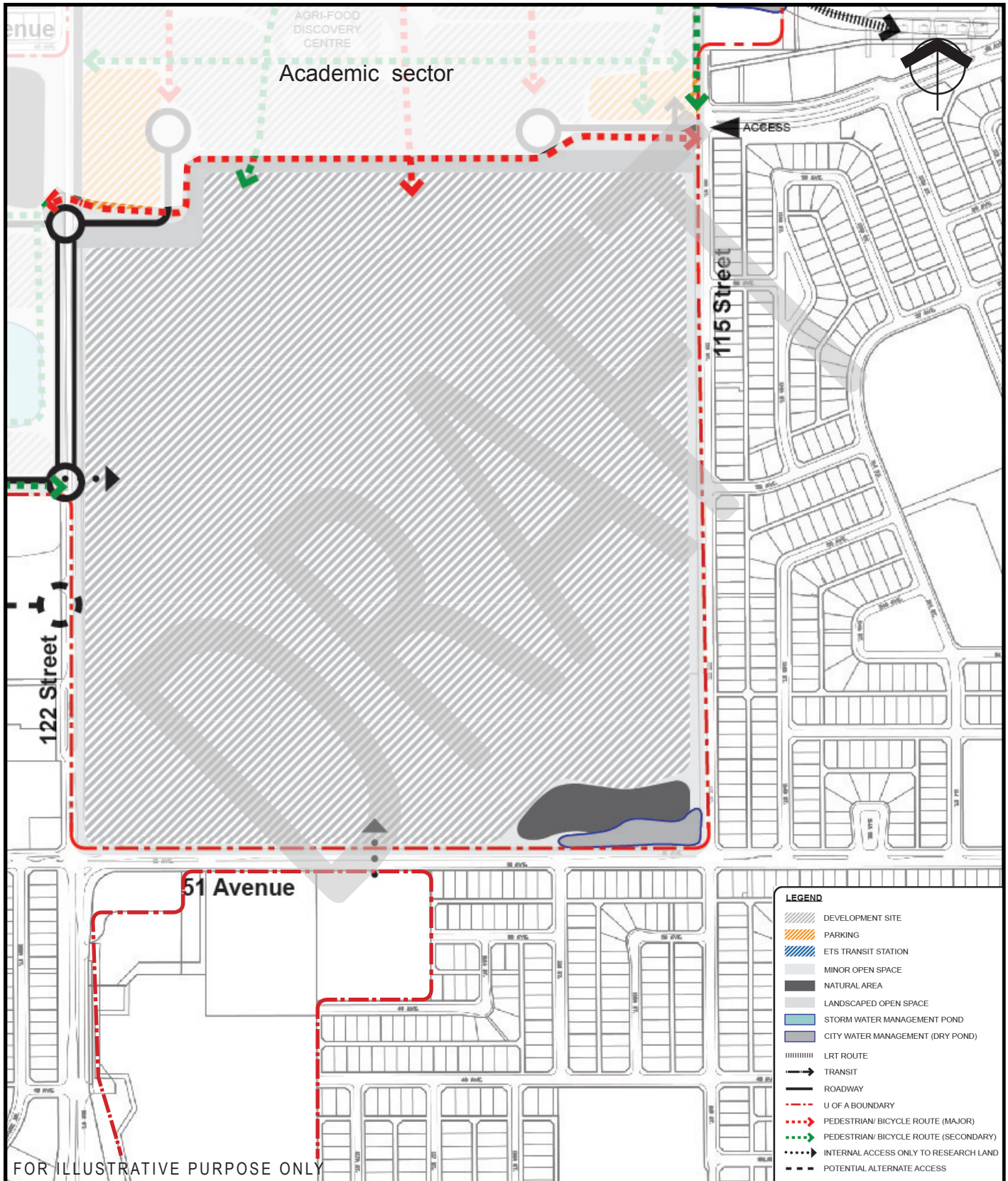


FIGURE 8 (EXHIBIT 36 - 2002)

6.2.3.3 Transportation

Access to Sector 13 will be restricted. The primary vehicle access will be from 122 Street. A secondary access is possible from 60 Avenue, shared with access to the service sector of South Campus.

Pedestrian and bicycle ways will only be considered on the periphery of the site between public roads and the site security fence.

6.2.3.4 Parking

Parking for research staff and service vehicles will be provided at each building site in accordance with the needs of the building.

6.2.3.5 Community Linkages

This site will be linked to community pedestrian and bicycle systems on its periphery only. Access to Sector 13 will be restricted to authorized personnel for bio-security reasons and perimeter fencing and gates will be installed.

6.2.3.6 Utilities

Development of Sector 13 lands will access municipal services that are found adjacent to the site.

On-site storm water management will be developed as warranted.

Community Consultation Process

How did we get to the amendment?

The University of Alberta (U of A) follows the Post Secondary Learning Act (PSLA) which outlines the consultation process required for an amendment for the Long Range Development Plan (LRPD). The university also follows a consultation protocol outlined in Appendix 18 of the LRDP which was submitted to the Minister in 2004. An outline of community engagement and how the U of A fulfilled the consultation requirements outlined in Appendix 18 is demonstrated below.

What steps were taken to get to the amendment?

The LRPD was confirmed in 2002 by the Minister. Since 2002 the U of A has held the following:

Since 2002 the U of A has worked with the communities surrounding the South Campus:

- December 3, 2003 – South Campus Sector Plan open house
- June 30, 2008 – South Campus Sector Plan community workshop
- October 7, 2008 – South Campus Sector Plan community workshop
- November 18, 2008 – Open house
- February 16, 2010 – Open house for the Saville Community Sports Centre
- April 20, 2010 – South Campus Sectors Plan community workshop
- November 1, 2010 – South Campus Sectors Plan community workshop
- November 17, 2010 – U of A/Community Committee (UACC) regularly scheduled meeting with South Campus sectors Plan community workshop
- November 26, 2010 – U of A Staff and Student South Campus Sectors Plan open house
- November 29, 2010 - Community wide South Campus Sectors Plan open house
- January 12, 2011 – Grandview League executive meeting
- May 26, 2011 – Belgravia League executive meeting
- October 26, 2011 – Belgravia community open house
- September 26, 2012 - Community wide Progress Update on Amendment of Land Use Plans for South Campus (data gathering for LRDP amendment) open house
- March 14, 2013 - Community wide LRDP amendment open house

South Campus Focus Groups:

- April 16, 2009 – Community Connections study group
- April 21, 2009 – Sustainability and Design study group
- April 23, 2009 – Transportation study group
- June 29, 2009 - Community Connections study group
- June 30, 2009 – Transportation study group
- October, 2009 – Urban Land Institute (ULI) Report
- October 29, 2009 - Historical Preservation study group
- November 12, 2009 – Sustainability and Design study group
- February 8, 2011 – Meeting with Lansdowne Community League
- November 8, 2011 – South Campus Focus Group – Lansdowne Community League (meeting 1/2)
- November 9, 2011 – South Campus Focus Group – Grandview Community League (meeting 1/2)
- November 14, 2011 – South Campus Focus Group – Lendrum Community League (meeting 1/2)

- December 13, 2011 – South Campus Focus Group – Lansdowne Community League (meeting 2/2 - deferred).

The following is a summary of the major topics the U of A heard from the community from past open houses:

- ❖ 2002 Long Range Development Plan (LRDP)
 - Transportation and traffic
 - Retain green space
 - Community connections
- ❖ 2008 South Campus Sector plan
 - Community connections
 - Theme/historical preservation
 - Transportation
 - Sustainability and design
- ❖ 2010 South Campus Sector Plan
 - Concerns rose regarding parking and traffic
 - Design and sustainability
 - Environment
 - Buffers
- ❖ September 26, 2012 Progress Update on Amendment of Land Use Plans for South Campus
 - Transportation/traffic/parking
 - Green space – more of it
 - Development of the West 240

The U of A meets with the communities of South Campus through the South Campus Consultation Group (SCCG) which was created through an MOU with the University and the South Campus Neighbourhood Collation (SCNC) in May 2012. The following is a list of meetings that were held and open houses to address the LRDP in South Campus, leading up to the open house where the amendments were shown to all community members for final review and comments:

- June 14, 2012
- July 5, 2012
- July 23, 2012
- July 25, 2012 – Hosted by the community of Malmo
- August 14, 2012
- September 5, 2012
- September 26, 2012: Community wide Progress Update on Amendment of Land Use open house
- January 15, 2013
- February 12, 2013
- March 4, 2013 – preview of material for March 14, 2013 open house
- March 14, 2013: Community wide LRDP amendment open house

All 2012-13 open house summaries and approved SCCG meeting minutes are available on the University Relations website at www.communityrelations.ualberta.ca.

The U of A also follows a consultation protocol outlined in Appendix 18 of the LRDP. The following are the processes as outlined in Appendix 18 and the actions U of A has taken to meet all requirements.

Appendix 18 states:**Long Range Development Planning and Amendments**

- a) **When the University undertakes a new Long Range Development Plan, or amends its existing LRDP, owners of land within 60 metres of the University's land and the host municipality will be notified. Such notification will include date, time and location for an information session to present the conceptual plans, or substantive changes, and an invitation to review, and comment on the planning, in writing 21 days following the presentation.**

U of A action - The U of A mailed letters of notification which contained the date, time and location for an information session (Open House) to present substantive changes of the LRDP Amendment Open House, March 14, 2013 to owners of land within 60 metres of the University's land and host municipality, The City of Edmonton. The mailing list was identified by the City of Edmonton, Central Area Unit, City Wide Planning Section according to home owner title information. The letters to residents 60 metres of the University of Alberta land and the City of Edmonton were mailed to allow a full two week advanced notification period prior to the open house.

- b) **Notification will take the form of a directed letter to each identified stakeholder in a). The planning document will be available through the communications website of the University.**

U of A action – The notification in a) indicated where information for amendment planning document could be found on U of A website. Please note additional communication tools were used to advertise the March 14, 2013 open house:

- a. Portable road signs were placed in five locations from two weeks prior to open house;
 - b. An ad was place in the Edmonton Journal;
 - c. Information about the open house was place on the U of A website on the Community Relations website and the main U of a homepage under Events;
 - d. E-mail regarding information about March 14, 2013 open house was e-mailed to members of the SCCG; and
 - e. E-mail invitation sent to City of Edmonton Councillor, Don Iveson, and Member of Legislated Assembly, Steve Young outlining details for March 14, 2013 open house.
- c) **Following this presentation and invitation to direct stakeholders, the University shall publish, within a newspaper, newsletter or publication circulating in the areas in which the University's lands are located, notification of the public of its opportunity to review the proposed LRDP, or amendments, and comment upon it (them). The proposed plan/amendments will be available upon the University's communications website. Comments will be received in writing up to 21 days of the notice.**

U of A action – All materials presented and distributed at the March 14, 2013 open house was placed on the U of A website for 21 days (ending April 4, 2013). The U of A published an ad in the Edmonton Journal on March 15, 2013 inviting the public to review and comment on the information presented.

Portable road signs were placed in five locations to inform community members to review and comment on materials from the open house at the Community Relations website.

- d) University administration will prepare a summary document that they believe accurately reflects the major concerns and comment expressed. This document will be reviewed by the stakeholders identified in a), and will be modified until agreement is reached on accuracy. During the planning stage, these concerns will be considered.**

U of A action – A document that summarized all comments received is attached. This summary document was mailed to stakeholders identified in a) on April 12, 2013. All stakeholders were asked to provide additional comments by April 23, 2013. The summary document was sent to the Office of Facilities and Operations for considerations for further LRDP amendment.

- e) Recommendations to the Board of Governors with respect to the LRDP and/or its amendments will include the consultation summary documents(s), and a document highlighting how administration has used these comments to develop the Plan and recommendations.**

U of A action – Attached please find the summary document and a document highlighting how administration has used comments from the March 14, 2013 open house.

- f) Upon Board of Governors approval, the LRDP and/or amendments will be sent to the Minister for review and confirmation that the contents of the amendment/LRDP comply with the Regulations of the Post Secondary Learning Act.**

U of A action – Once the LRDP Amendment is approved by the Board of Governors the amendment will be sent to the Minister of Enterprise and Advanced Education for confirmation.



Consultation summary

Long Range Development Plan – Amendment to Land Use Plan for South Campus

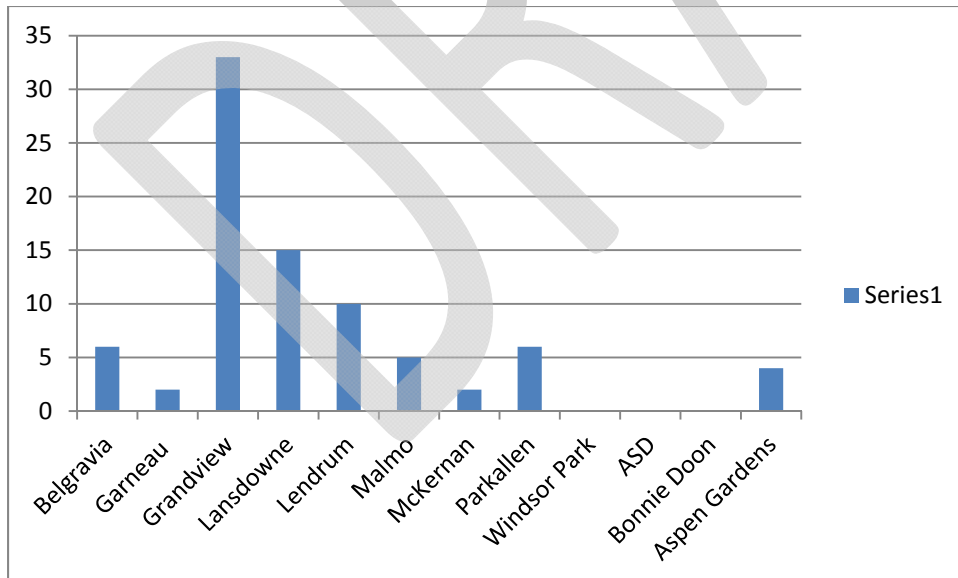
Preliminary Fact Finding Open House – presentation of draft amendment material
Wednesday, September 26, 2012, 5:30 – 8:30 p.m.
McKernan School, 11330 – 76 Avenue

Final LRDP Amendment Open House
Thursday, March 14, 2012, 5:30 – 9:00 p.m.
McKernan School, 11330 – 76 Avenue

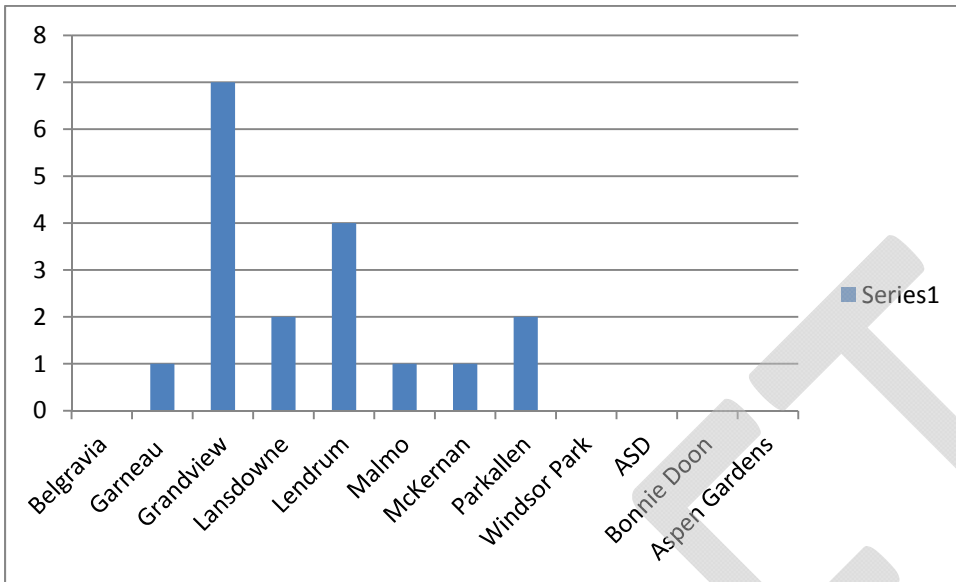
September 26, 2012 - 101 evaluations received
March 14, 2013 – 25 evaluations received

1. If you reside in one of the following neighbourhoods please circle that neighbourhood:

September 26, 2012



March 14, 2013



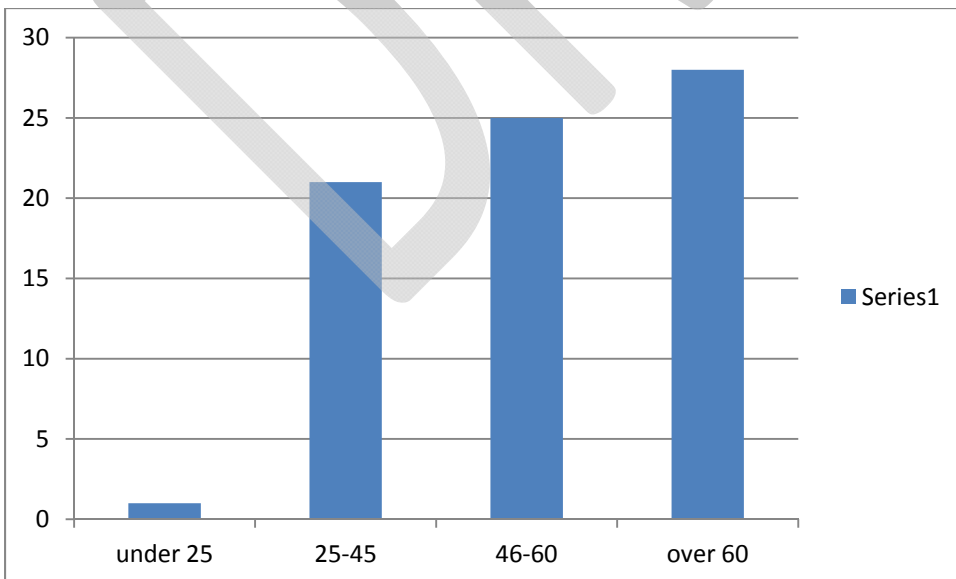
2. If you reside in a different neighbourhood please provide the name of that neighbourhood.

September 26, 2012 - N/A

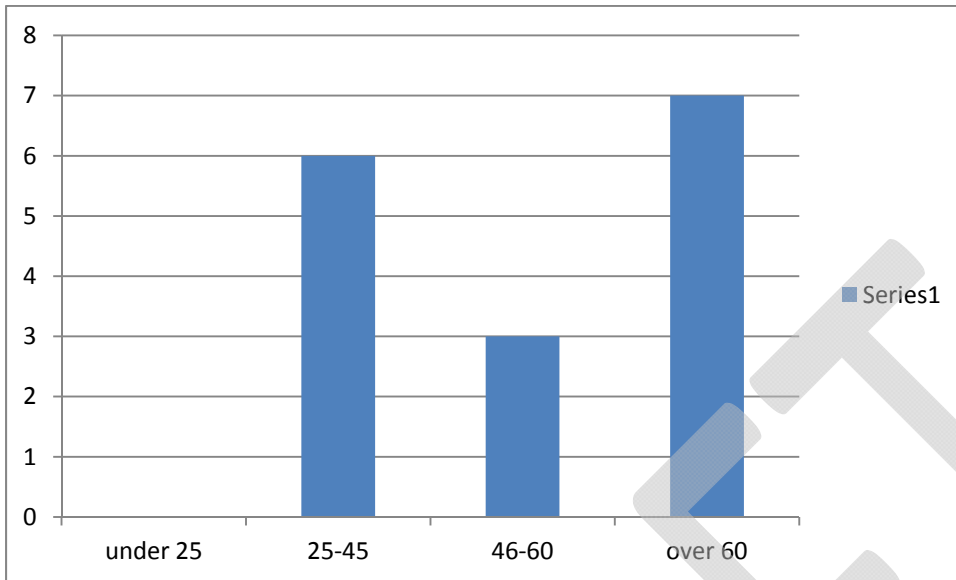
March 14, 2013 - Oliver

3. Please check the age category that you are in.

September 26, 2012

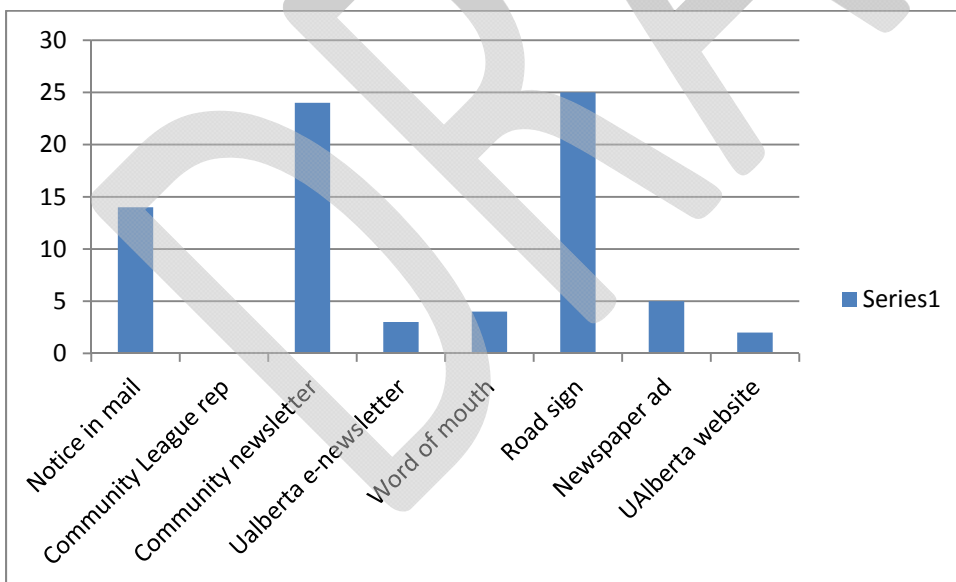


March 14, 2013

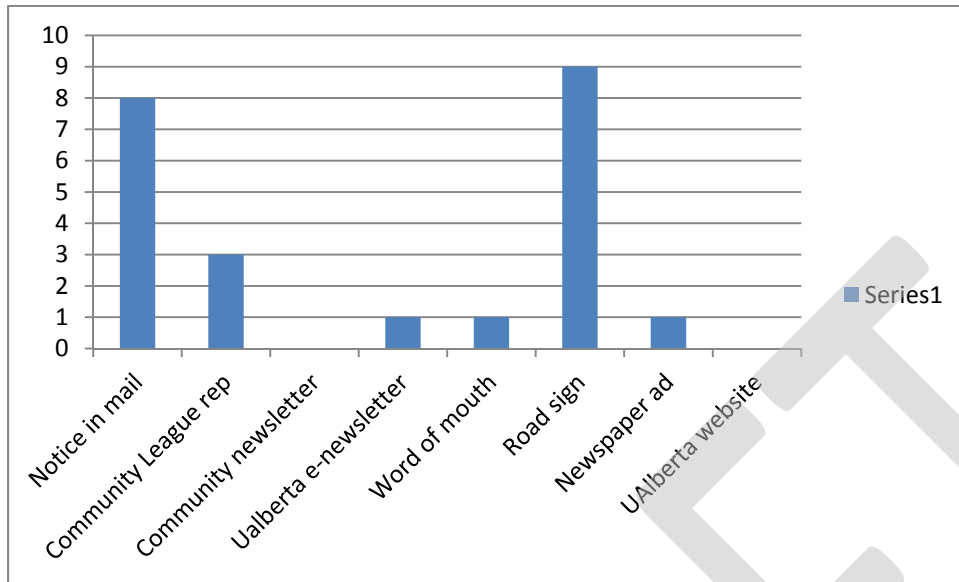


4. How did you hear about this open house?

September 26, 2012

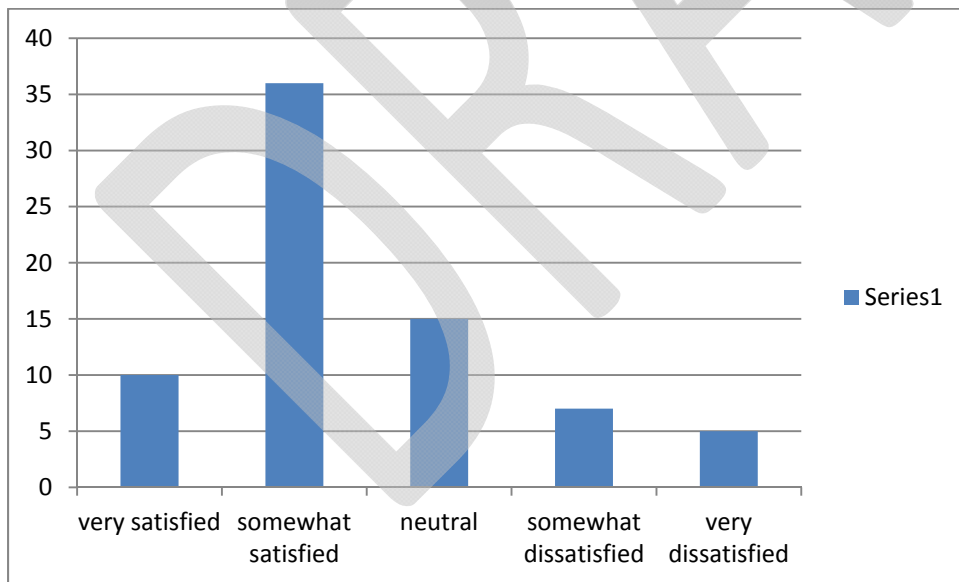


March 14, 2013



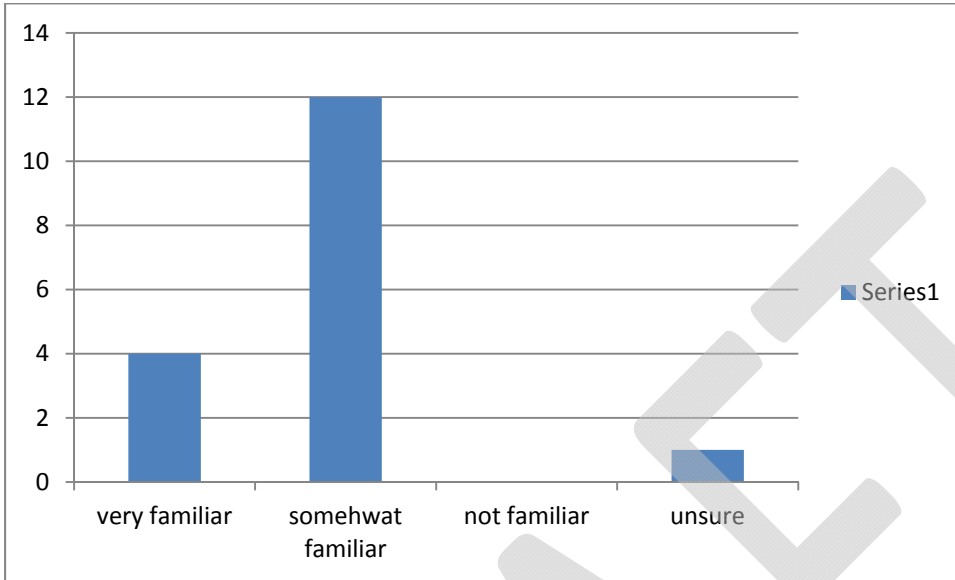
5. Did the material that was presented explain and increase your understanding of the Long Range Development Plan – Amendment to Land Use Plan for South Campus?

September 26, 2012



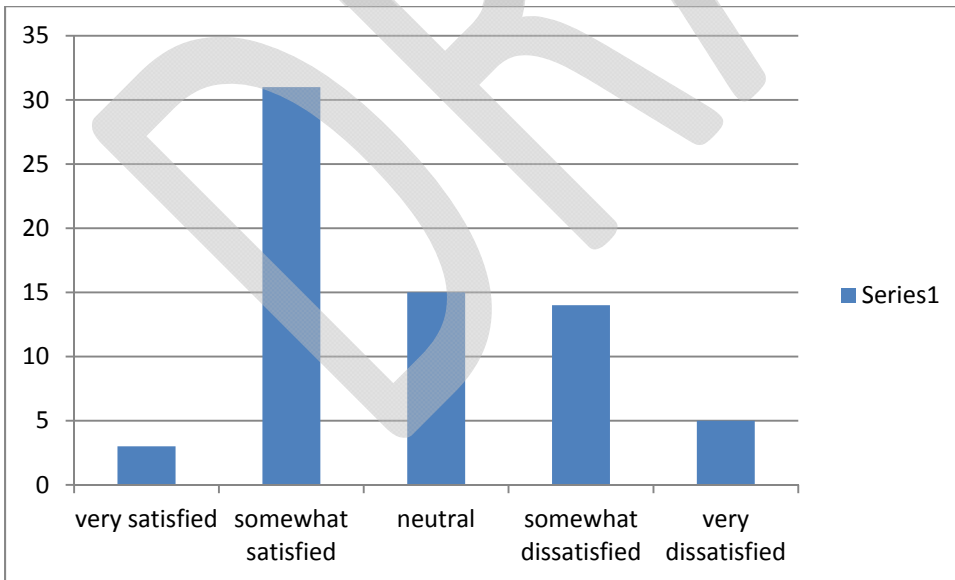
March 14, 2013 (re-worded question as requested by community representatives)

Are you familiar with the purpose of the Long Range Development Plan?



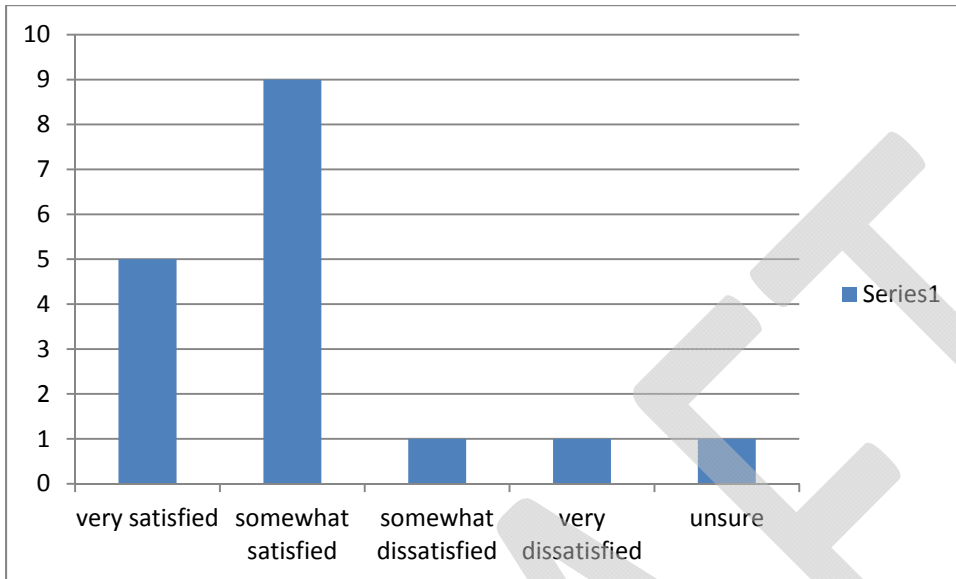
6. Do you have a better understanding of how the South Campus plan will fit into your community?

September 26, 2012



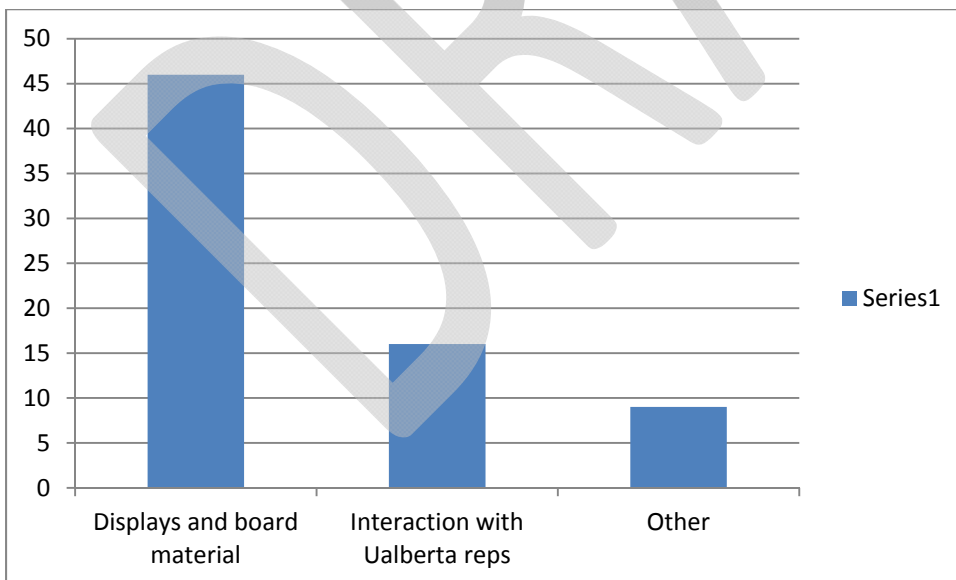
March 14, 2013

Did the material that was presented explain the purpose of the Long Range Development Plan? (reworded question as requested by community representatives)

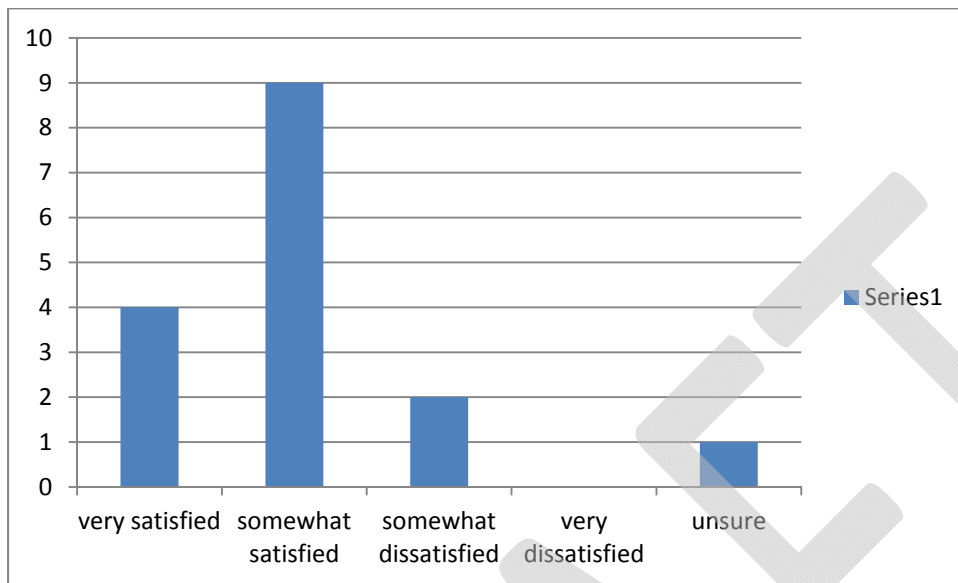


7. I found the following aspects of the open house most valuable:

September 26, 2012



Did the material that was presented explain the proposed amendment (changes) to the Long Range Development Plan for South Campus? (re-worded question as requested by community representatives)



8. Please comment on your impressions regarding one or more of the following components:

September 26, 2012

- Energy efficiency
 - Focus on green forms of energy; very pleased with plan; appears adequate; UAlberta has put great effort into thinking about energy – especially interested in concepts for solar and geothermal energy, feeling positive.
- Waste and waste water management
 - Good to know there is a plan; good changes; pleased with plan – should be a MUST for all new buildings.
- Storm water management
 - Good to see a plan; concerned about storm water management on existing facilities; plan does not accommodate the huge volumes of water during large rain storms.
- Ecology and the environment
 - It would appear that the W 240 site will require considerable site preparation (i.e. earth moving) to prepare the site for building of roads and buildings - the university needs a strategy to reclaim the land after site preparation so that the land is not sitting as a large undeveloped construction site for the next 15-20 years with dust blowing around and weeds growing.
 - Waste of good farmland.
 - More green space please.
 - Concerned – current development impacting the environment and the effect of amphibian.
 - Keep community garden.

- Not much respect – a naturally evolved wetland will be paved and a constructed wetland will maybe be created?
- Environment sustainable systems sound impressive but are they financially sustainable?
- Pleased to see environment development considerations seem to be of paramount important.
- Transportation
 - Want to see lighter traffic in my neighbourhood concerned about higher traffic amounts.
 - Access off of 122 Street through U of A land as much as possible, access off of 122 Street/63 Avenue dangerous.
 - Transportation plan is weak.
 - Transportation plan is good.
 - Reduce need for parking, confused about on parking numbers.
 - Glad to see good transit in the newer development.
 - No park and ride.
 - Changes since last meeting show reasonable response to feedback.
 - Transportation plan – tough call. I do not what to be challenged getting in and out of my neighbourhood, roundabouts should be further analyzed.
- Built environment
 - Development over the last 10 years has not matched visuals.
 - Single dwellings facing on 62 Avenue.
 - No residential on West 240 – research only.
 - Height of academic and research facilities a concern.
 - Design specifics are not in place so difficult to assess; no architectural standards – a hodge podge campus.
 - More information and examples on density.
 - If what is depicted is actually done it would be most excellent.
 - Sport facilities hugely over built – build only for students and staff not the general public.
- Healthy and complete community
 - I am looking forward to the development of South Campus.
 - No trust in your healthy and complete community.
 - Plan is positive.
 - Lack of clear plan and options for handling interface between existing neighbourhoods and growth scenarios.

March 14, 2013

Please comment on your impressions regarding the amendment to land use plan for South Campus: ?
(re-worded question as requested by community representatives)

Sector 12:

Themes

- Good impression, making progress, overall seems good, like graduate residences and green belt along 122 Street, residences should be only shorter buildings in height and if taller buildings needed, those should be located on interior of campus, residences on east side near LRT require thoughtful planning.

- Needs to be more dense and urban with better connectors to routes beyond campus, very narrow, not developed to interact with City of Edmonton, and needs to be much more dense.
- Information is not specific enough, still confused about final plans, want to see exactly what will be developed.
- The LRDP needs substantive changes and re-thought rather than tweaks, U of A's focus/goals need to remain on education and not be landlord and parking provider.

Sector 14 (West 240):

Themes

- Faculty of ALES and land for research being ignored.
- Like revisions, making progress, overall quite good, acceptable.
- Still concerned about Lansdowne and Grandview, back land for residence fronting on 62 Ave is good, happy with increase to transition space but unsure if it will be green space, Grandview and Lansdowne significantly affected.
- The sector will put thousands of people into cars, uncertainty of where the bus is linking sector to the train, limited transportation linkage.
- Prefer 2002 plan, focus on LEED.

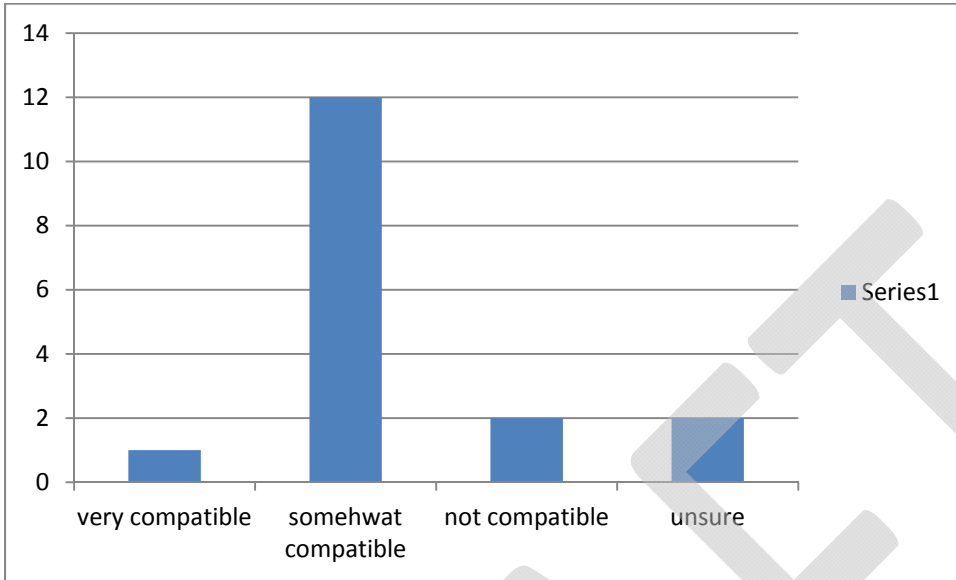
Additional questions on the March 14, 2013 evaluation as requested by community representatives:

Q - If you were unsure in questions 6 and/or 7, please elaborate further why you felt unsure. (re-worded questions as requested by community representatives)

Themes

- Coverage of what the changes are was good. Coverage of why the changes less clear.
- LRDP too general.
- Slow down the presentation and provide take away document that has information in bullet form
- Colors/shades on board material difficult to distinguish

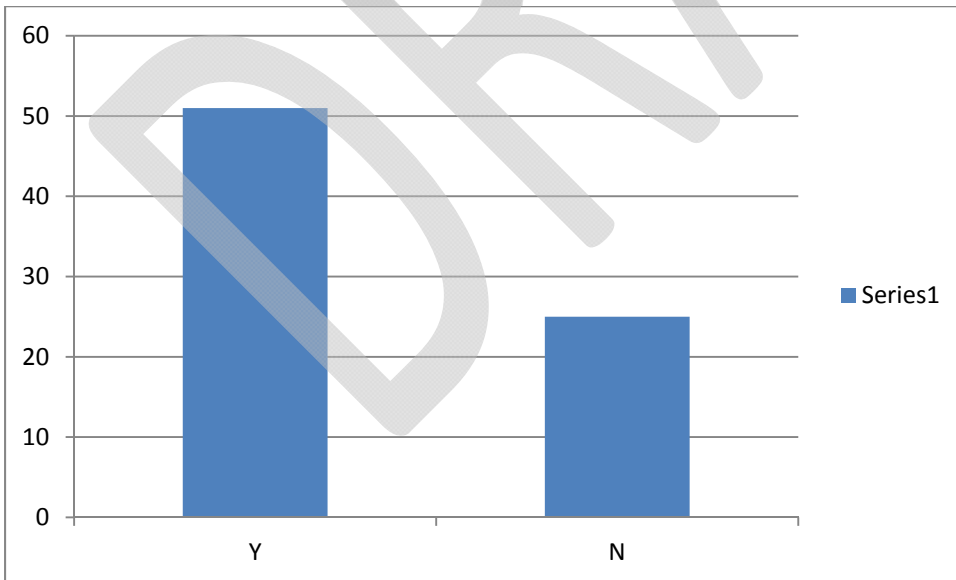
Q - How do you see South Campus plans, both the proposed land uses and possible developments, fitting into your community?



9. Are you aware of the South Campus Consultation Group (SCCG) that was recently formed to represent the voice of neighbourhods that surround the UAlberta South Campus?

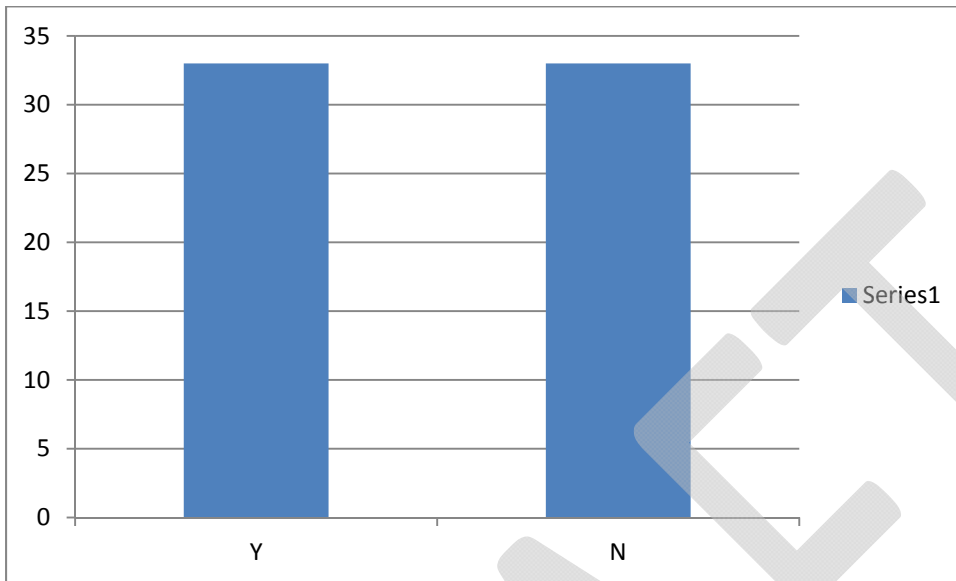
- Yes
- No

September 26, 2012 only



Would you like your SCCG member to contact you?

- No
- Yes (please provide contact information on the front of the form)



10. Please tell us the top three (3) topics you would like to address with regards to the amendments to the Long Range Development Plan - amendment to land use plan?

September 26, 2012

1. Transportation/traffic/parking
2. Green space – more of it
3. Development of the West 240

March 14, 2013

Please tell us the top three (3) topics you would like to have addressed with regard to the amendments to the land use plan for South Campus? (re-worded question as requested by community representatives)

1. Impact related to parking, traffic, noise, bus links for LRT, roads and sidewalks/paths around South Campus and plans for roundabouts on 122 Street.
2. Sensitive design: low impact development, more density, compatible with surrounding neighbourhoods, plan for active living.
3. Power plant too close to residential, underground power lines/transmitters

11. Please provide any other suggestions/concerns/questions about the South Campus Sectors Plan that you might have.

September 26, 2013

Themes

- Transportation – concerns about 122 Street/63 Avenue intersection; people parking in surrounding neighbourhoods; cut through traffic.
- Green space – plan needs more green space; preserve farmland; develop density around South Campus LRT station to retain green space and agriculture research; protect wildlife in Sector 14; loss of organic land base; Canada goose and duck migration route needs to be protected.
- Consultation – needs to be improved; don't assume activists represent views of entire community; U of A needs to listen and be a good neighbor; everyone seems hopeful – hope that is the case.
- West 240 – do not develop; if developed must be self-contained and isolated; residents of Grandview and Lansdowne require bigger buffer zones; no access to their communities; concerns about schools; need for services.
- Aim higher, inspire community and be ambitious; the plan looks good but will it happen due to budgets, the communities will bear the costs of unanticipated changes. The plan should serve academic goals not regional community recreation needs e.g. Saville Centre.

March 14, 2013

- West 240: question about the density range, do not develop because it serves interest of healthy food supply, housing needs to match homes from mature neighbourhoods, multiuse trail/landscape buffer surrounding W 240, generous open space landscaping with trees, no connector through W 240 between Lansdowne and Grandview, no access for emergency vehicles into Grandview from W 240, any research on sociological consequences of imbalance between Grandview and housing planned for W 240.
- Great sustainability elements, amended plan looks like a good fit, info presented suggest some concerns have been acknowledged, access to bus link well placed, concerns about capacity issues on the LRT serving South Campus, need for connectivity of bike and pedestrian access.
- LRPD outdated, opposed to amendment, remove plans for Sector 14, U of A should not build facilities not directly related to research, teaching and student residences, U of A developing South Campus hodgepodge and appears to developing to make money and not providing education opportunities.
- Traffic and parking from all sectors will negatively impact surrounding neighbourhoods, roundabouts on 122 Street a concern, call for updated traffic impact assessment and parking demand study.
- Building over wetlands a concern.
- Lack of density, U of A has unique opportunity to bring people from suburbs back into the city, do not plan something that is lifeless that does not attract people.
- Question about the difference between LRDP and Sector Plan, question about the plans for Sector 13, request for information and details on coordination of recreational facilities with City of Edmonton.

Questions and Stakeholder Comments

University Response

26-Sep-12

Energy Efficiency

Focus on green forms of energy; very pleased with plan; appears adequate; Ualberta has put great effort into thinking about energy - especially interested in concepts for solar and geothermal energy, feeling positive.

No response required.

Waste and Waste Water Management

Good to know there is a plan; good changes; pleased with plan – should be a MUST for all new buildings.

No response required.

Storm Water Management

Good to see a plan; concerned about storm water management on existing facilities; plan does not accommodate the huge volumes of water during large rain storms.

Design of future facilities will accommodate storm flows.

Ecology and the Environment

It would appear that the W 240 site will require considerable site preparation (i.e. earth moving) to prepare the site for building of roads and buildings - the university needs a strategy to reclaim the land after site preparation so that the land is not sitting as a large undeveloped construction site for the next 15-20 years with dust blowing around and weeds growing.

Site development will occur on a phased basis.

Waste of good farmland. More green space please.

LRDP identifies substantial green space to be preserved and/or created with campus development.

Concerned – current development impacting the environment and the effect on amphibians.

Site development will pursue environmental performance targets. Constructed wetland system will replace the habitat function of existing area inhabited by amphibians.

Keep community garden.

Community gardening space will be provided at South Campus.

Not much respect – a naturally evolved wetland will be paved and a constructed wetland will maybe be created?

Existing wetland is a byproduct of human activity, but not designed for ecological function. Proposed constructed wetland system will be designed with ecological function in mind.

Environment sustainable systems sound impressive but are they financially sustainable? Pleased to see environment development considerations seem to be of paramount importance.

Financial sustainability of sustainable systems are a consideration in the design process.

Transportation

Want to see lighter traffic in my neighbourhood concerned about higher traffic amounts.

Design of South Campus aims to minimize traffic impacts on surrounding neighbourhoods by emphasizing movement to and from campus via alternative transportation, especially transit.

Access off of 122 Street through U of A land as much as possible, access off of 122 Street/63 Avenue dangerous.

The creation of new access points to South Campus is determined in consultation with the City of Edmonton, based upon professional traffic analysis.

Transportation plan is weak.

No response required.

Transportation plan is good.

No response required.

Reduce need for parking, confused about on parking numbers.

Design of South Campus aims to minimize traffic impacts on surrounding neighbourhoods by emphasizing movement to and from campus via alternative transportation, especially transit. Parking numbers have been reduced from 2002 numbers.

Glad to see good transit in the newer development.

No response required.

No park and ride.

A park and ride is not currently contemplated at South Campus.

Changes since last meeting show reasonable response to feedback.

No response required.

Transportation plan – tough call. I do not want to be challenged getting in and out of my neighbourhood, roundabouts should be further analyzed.

The creation of new access points to South Campus will be determined in consultation with the City of Edmonton, based upon professional traffic analysis.

Built Environment

Development over the last 10 years has not matched visuals.

Design Guidelines in Sector Plan will guide substantial development projects.

Single dwellings facing on 62 Avenue.

LRDP indicates Land-Use, whereas the frontage of buildings will be addressed in

No residential on West 240 – research only.

Sector Plan and substantial development stages.

Residential development is intended to provide a transition between existing residential neighbourhoods and different land uses such as research.

Height of academic and research facilities a concern.

Heights will transition from the edges of campus to avoid shadowing or privacy impacts on existing residential neighbourhoods.

Design specifics are not in place so difficult to assess; no architectural standards – a hodge podge campus.

Architectural standards are a component of the South Campus Sectors Plan process.

More information and examples on density.

Examples of anticipated density have been provided and are available for review. Further progress will be addressed at Sector Plan stages.

If what is depicted is actually done it would be most excellent.

No response required.

Sport facilities hugely over built – build only for students and staff not the general public.

Shared use recreational facilities will support Academic mission and communities.

Healthy and Complete Community

I am looking forward to the development of South Campus.

No response required.

No trust in your healthy and complete community.

No response required.

Plan is positive.

No response required.

Lack of clear plan and options for handling interface between existing neighbourhoods and growth scenarios

The anticipated transition between new campus development and existing neighbourhoods has been articulated in greater detail in the LRDP and Sectors Plan.

14-Mar-13

Sector 12 Themes

Good impression, making progress, overall seems good, like graduate residences and green belt along 122 Street, residences should be only shorter buildings in height and if taller buildings needed, those should be located on interior of campus, residences on east side near LRT require thoughtful planning.

Heights will transition from the edges of campus to avoid shadowing or privacy impacts on existing residential neighbourhoods.

Needs to be more dense and urban with better connectors to routes beyond campus, very narrow, not developed to interact with City of Edmonton, and needs to be much more dense.

Campus densities are intended to be less than the existing North Campus, in consideration of the existing development in adjacent neighbourhoods. Connectivity with City of Edmonton roads and Multi-Use-Trails are provided where possible.

Information is not specific enough, still confused about final plans, want to see exactly what will be developed.

The LRDP is a Land-Use plan. The Sector Plan will include more details about the character of proposed development than the existing LRDP.

The LRDP needs substantive changes and re-thought rather than tweaks, U of A's focus/goals need to remain on education and not be landlord and parking provider.

U of A's focus is on the creation of an exceptional campus environment. The mandate is academic support to students/faculty/staff.

Sector 14 Themes

Faculty of ALES and land for research being ignored.

ALES land requirements will continue to be provided for within Sector 13 and in other locations acquired for this purpose.

Like revisions, making progress, overall quite good, acceptable.

No response required.

Still concerned about Lansdowne and Grandview, back land for residence fronting on 62 Ave is good, happy with increase to transition space but unsure if it will be green space, Grandview and Lansdowne significantly affected.

Setbacks and green space where Sector 14 adjoins existing neighbourhoods will be further addressed in Sector planning.

The sector will put thousands of people into cars, uncertainty of where the bus is linking sector to the train, limited transportation linkage.

Details of bus integration with LRT is to be determined by the City of Edmonton. The design of South Campus aims to minimize automobile use by providing for alternative transportation options and providing a mix of land uses to create a complete community.

Prefer 2002 plan, focus on LEED.

No response required.

Additional Questions and Themes

Coverage of what the changes are was good. Coverage of why the changes less clear.

No response required.

LRDP too general.

The LRDP is a Land-Use plan. Sector Plans will provide more details about the character of proposed development than the existing LRDP.

Slow down the presentation and provide take away document that has information in bullet form

Presentation and board materials remain on website at communityrelations.ualberta.ca.

Colors/shades on board material difficult to distinguish

Colours and patterns in LRDP land use figures have been adjusted for readability.

10. Please tell us the top three topics you would like to have addressed with regard to the amendments to the land use plan for South Campus?

26-Sep-12

Transportation/traffic/parking

Information on what is intended for transportation, traffic and parking at South Campus are provided in the LRDP amendment and draft Sectors Plan.

Green space – more of it

A substantial amount of green space is provided for at South Campus.

Development of the West 240

Details on what is proposed for Sector 14 are included in the LRDP amendment and draft Sectors Plan.

14-Mar-13

Impact related to parking, traffic, noise, bus links for LRT, roads and sidewalks/paths around South Campus and plans for roundabouts on 122 Street.

Information on the proposed transportation concepts for South Campus are provided in the LRDP amendment and draft Sectors Plan. Some questions require input from the City of Edmonton.

Sensitive design: low impact development, more density, compatible with surrounding neighbourhoods, plan for active living.

Details with respect to how South Campus will address these topics are included in the LRDP amendment and draft Sectors Plan.

Power plant too close to residential, underground power lines/transmitters

University service area, to be located in Sector 12, provides reasonable setbacks from these areas to existing neighbourhoods.

26-Sep-12**Themes**

Transportation – concerns about 122 Street/63 Avenue intersection; people parking in surrounding neighbourhoods; cut through traffic.

Some questions require input from the City of Edmonton (design of 63 Avenue intersection; parking management in adjacent neighbourhoods). Cut-through traffic will not be possible with designs for Sector 12 or 14.

Green space – plan needs more green space; preserve farmland; develop density around South Campus LRT station to retain green space and agriculture research; protect wildlife in Sector 14; loss of organic land base; Canada goose and duck migration route needs to be protected. Consultation – needs to be improved; don't assume activists represent views of entire community; U of A needs to listen and be a good neighbor; everyone seems hopeful – hope that is the case.

Plan incorporates significant green space and accommodates agricultural research in Sector 13. Density is focused close to LRT. Habitat for wildlife will be a consideration in the design of the constructed wetland system and preservation of existing treed areas. Consultation activities aim to support the U of A as a good neighbour.

West 240 – do not develop; if developed must be self-contained and isolated; residents of Grandview and Lansdowne require bigger buffer zones; no access to their communities; concerns about schools; need for services.

Sector 14 is proposed as a self-contained sector with no direct private vehicle access to existing neighbourhoods. Sector 14 will provide new services and children for area schools.

Aim higher, inspire community and be ambitious; the plan looks good but will it happen due to budgets, the communities will bear the costs of unanticipated changes. The plan should serve academic goals not regional community recreation needs e.g. Saville Centre.

The plan prioritizes university needs and identifies partnerships where they may be beneficial to university interests. The LRDP first and foremost must support the institutional academic goals. The plan sets certain expectations for development.

14-Mar-13**Themes**

West 240: question about the density range, do not develop because it serves interest of healthy food supply, housing needs to match homes from mature neighbourhoods, multiuse trail/landscape buffer surrounding W 240, generous open space landscaping with trees, no connector through W 240 between Lansdowne and Grandview, no access for emergency vehicles into Grandview from W 240, any research on sociological consequences of imbalance between Grandview and housing planned for W 240.

No private vehicle access to existing neighbourhoods is proposed, and transition areas will provide green space and setbacks from existing development. Proposed residential development will be compatible with that in existing neighbourhoods. This will be further explored in Sector Plans and substantial development stages.

Great sustainability elements, amended plan looks like a good fit, info presented suggest some concerns have been acknowledged, access to bus link well placed, concerns about capacity issues on the LRT serving South Campus, need for connectivity of bike and pedestrian access.

LRPD outdated, opposed to amendment, remove plans for Sector 14, U of A should not build facilities not directly related to research, teaching and student residences, U of A developing South Campus hodgepodge and appears to developing to make money and not providing education opportunities.

Traffic and parking from all sectors will negatively impact surrounding neighbourhoods, roundabouts on 122 Street a concern, call for updated traffic impact assessment and parking demand study.

Building over wetlands a concern.

Lack of density, U of A has unique opportunity to bring people from suburbs back into the city, do not plan something that is lifeless that does not attract people.

Question about the difference between LRDP and Sector Plan, question about the plans for Sector 13, request for information and details on coordination of recreational facilities with City of Edmonton.

Bus link and LRT elements are planned in collaboration with the City of Edmonton. Connectivity of bike and pedestrian access links are intended to align with City of Edmonton multi-use trails, paths, etc.

LRDP is outdated, which is the reason for the amendment. Primary focus at South Campus is the development of research, teaching and student housing facilities.

Traffic impacts to existing neighbourhoods have been minimized or removed through design wherever possible. Details of transportation elements subject to review by the City of Edmonton. The 2011 Traffic Impact Assessment is still valid and is aligned to the City of Edmonton's 2043 Transportation Plans.

Constructed wetland system will replace existing wet areas.

Plan aims to create an active and vibrant campus, but the form of campus development must be considerate of existing neighbourhoods.

LRDP is a high-level plan for all campus sites, Sectors Plan is a more detailed plan for South Campus only. Sector 13 will continue to provide space for agricultural research and other activities currently carried out at South Campus.



Fox Drive Extension into U of A South Campus Traffic Assessment

Final Report

Prepared for

The City of Edmonton and The University of Alberta

Date

January 7, 2011

Prepared by

Bunt & Associates

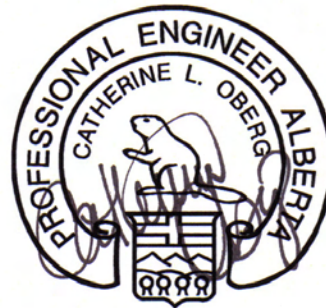
Project No.

3027.37

CORPORATE AUTHORIZATION

This document entitled "*Fox Drive Extension into U of A South Campus Traffic Assessment, Final Report*" was prepared by Bunt & Associates for the benefit of the Client to whom it is addressed. The information and data in the report reflects Bunt & Associates best professional judgment in light of the knowledge and information available to Bunt & Associates at the time of preparation. Except as required by law, this report and the information and data contained are to be treated as confidential and may be used and relied upon only by the client, its officers and employees. Any use which a third party makes of this report, or any reliance on or decisions made based on it, are the responsibilities of such third parties. Bunt & Associates accepts no responsibility for damages, if any, suffered by any third party as a result of decisions made or actions based on this report.

PERMIT TO PRACTICE
BUNT & ASSOCIATES (N. ALBERTA) LTD.
Signature <u><i>[Handwritten Signature]</i></u>
Date <u><i>JAN. 7, 2011</i></u>
PERMIT NUMBER: P 7991
The Association of Professional Engineers, Geologists and Geophysicists of Alberta



Corporate Permit

JAN 7, 2011

Engineer's Stamp



January 7, 2011
3027.37

Jody Hancock, P.Eng.
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**Re: Fox Drive Extension into U of A South Campus
Traffic Assessment
Final Report**

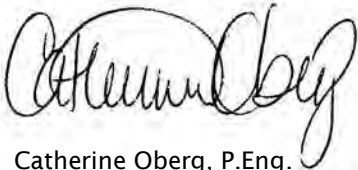
Please find enclosed the Fox Drive Extension into U of A South Campus Traffic Assessment, Final Report for your files.

Preparation of the enclosed report began in January 2010. Over the last year, a number of projects in the area were progressing simultaneously, including the South Campus Sector Plan and plans for Expo 2017. The attached report was prepared based on the best information available at the outset of the project. For example, plans for the University of Alberta West 240 lands had not been initiated when the land use assumptions were identified for the establishment of the 2041 Background Traffic Volumes. As well, the bid package for Expo 2017 was being prepared through 2010 and was therefore considered as part of the Ancillary Considerations section. Therefore, while it is recognized that the landscape in the vicinity of South Campus may have changed, the attached report was finalized based on the initial land use assumptions. It is anticipated that additional traffic assessments will be completed where required to address land use changes and specific site access designs.

At this time, Bunt & Associates would also like to thank both the City of Edmonton and University of Alberta representatives that provided input and reviewed the attached document. It was a pleasure working with the two agencies on this project.

If there are any questions regarding the information contained in the attached report, please contact the undersigned at 780-732-5373 ext. 226.

Yours truly,
Bunt & Associates

A handwritten signature in black ink, appearing to read "Catherine Oberg". The signature is written in a cursive style with a large, looping initial "C".

Catherine Oberg, P.Eng.
Senior Transportation Engineer

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1. INTRODUCTION

1.1 Preface

The University of Alberta (U of A) is currently preparing sustainable Sector Plans outlining the long term development plans for the South Campus area. The South Campus development area is generally located south of Belgravia Road, north of 51 Avenue, and east of 122 Street. The development area also includes the West 240 area, located between the Landsdowne and Grandview neighbourhoods west of 122 Street. The completion of the South Campus Sector Plans will provide the foundation for the development of a new university campus. At this time the South Campus is being planned to accommodate a total population of approximately 19,750 students, faculty and staff by 2030. Of this total population, the student population is anticipated to be in the order of 15,000 people.

The expansion of the U of A along the South LRT line represents the extension of the campus as a “linear urban campus” that incorporates the South LRT into the daily operation of the campus. LRT operations will not only transport students, faculty, and staff to the South Campus area but will also facilitate the movement of students, faculty, and staff between the North and South Campus areas as well as between these two campuses and the downtown campus. In general, the U of A would like to maximize the utility associated with South LRT operations as a strategy to reduce single occupant vehicle travel to the South Campus. Therefore, as part of the development of the South Campus Sector Plan, multi-modal access to the site will be considered.

With the opening of the South Campus LRT and Transit Centre in April 2009 and the more recent opening of South LRT to Century Park, key components of the transit system to the South Campus have been established. Long term operations of the LRT may include changes to frequency and number of cars, but the alignment of the track through the U of A South Campus will not change. As well, it is anticipated that the primary transit centre for the South Campus will be maintained adjacent to the South Campus LRT station to provide effective coordination between bus transit and LRT.

With key components of the transit system established, consideration was given to the location and functionality of vehicle access and parking accommodation. Notwithstanding that it is the intent of the U of A to minimize single occupant vehicle travel to and from the South Campus area, it is recognized that private vehicle travel will continue to be a measurable component in the movement of people and goods to and through the South Campus area, particularly in light of the significant community recreation component being planned at this time. The possible use of the development area as the host site for EXPO 2017 also needs to be acknowledged.

The continued use of private vehicle travel to and from the South Campus area will be a reflection of the nature and characteristics associated with University traffic and non-University related traffic. Non-University traffic is anticipated to include traffic generated by community recreation facilities such as the Saville Centre, the GO Centre, the fieldhouse, and the proposed twin ice arenas, as well as traffic generated by the existing and expanded Neil Crawford Provincial Centre (NCPC). In addition to private vehicle traffic activity, service vehicle movements, internal transit movements, and parking will also require accommodation.

1.2 Study Need and Purpose

The South Campus Area is constrained from a traffic accommodation perspective given the restrictions imposed by South LRT development and the existing lack of suitable access to Belgravia Road. The primary purpose of the study is to review alternative traffic networks for the North Quarter of the South Campus area that have the capability of providing an appropriate level of traffic access into the greater South Campus area, which could perform satisfactorily from a traffic operational and access management perspective and which are designed to meet current roadway geometric standards.

The completion of the study will allow for an appropriately designed roadway system plan to be selected and developed. This will allow the University and the City to monitor the implementation of roadway, intersection, and access improvements during the staged development of the plan area. The development of the traffic management plan will reflect current realities and future trends, to the extent that they can be anticipated. In this fashion, cumulative impacts can be evaluated.

1.3 Project Scope

The project scope includes the following:

- Analysis of existing intersection operations at Belgravia Road/Fox Drive and 63 Avenue/122 Street;
- Estimation, distribution and assignment of site generated traffic activity from the north portion of the South Campus sector based on a series of mode split assumptions for the various land use components planned to be developed;
- Review of transit operations to and from the South Campus Transit Centre; and,
- Analysis of alternative site access scenarios including but not limited to access to and from Fox Drive, Belgravia Road, and 122 Street.

2. EXISTING AND FUTURE AREA CONDITIONS

2.1 Site Location

The study area includes the north quarter of the University South Campus area. This study area is generally bounded by Belgravia Road to the north, the LRT alignment to the east, the existing 60 Avenue right-of-way to the south, and 122 Street to the west as shown in **Exhibit 2-1**.

2.2 Existing Adjacent Land Uses

The study area is located within an Alternative Jurisdiction zone that currently accommodates the U of A South Campus, the Saville Centre, the NCPC, and the Alberta School for the Deaf. The Alternative Jurisdiction zone is surrounded by primarily low density residential land uses.

2.3 Existing Roadway Network

Key arterial roadways adjacent to and in the vicinity of the study area include:

51 Avenue is a four-lane divided urban arterial roadway between 111 Street and 122 Street in the vicinity of the South Campus site. West of 122 Street, 51 Avenue transitions to an urban collector roadway within the Lansdowne neighbourhood. The posted speed limit along 51 Avenue in the vicinity of the site is 50 km/hr.



Belgravia Road/71 Avenue is a divided urban arterial that includes two westbound lanes and three eastbound lanes in the vicinity of the South Campus. The posted speed limit along Belgravia Road/71 Avenue is 60 km/hr.

122 Street is a four-lane divided urban arterial between Whitemud Drive and Fox Drive. The posted speed limit along 122 Street is 60 km/hr.

113 Street south of 71 Avenue is a four-lane divided urban arterial. 113 Street terminates at 61 Avenue with the arterial roadway continuing along 61 Avenue to the east. The posted speed limit along 113 Street is 60 km/hr.

61 Avenue is a four-lane divided arterial between 104 Street and 113 Street. As the extension of 113 Street, 61 Avenue provides an arterial connection between 113 Street and 111 Street, which provides the continuation of the north/south arterial west of Calgary Trail. The posted speed limit along 61 Avenue in the vicinity of the South Campus site is 60 km/hr. The extension of 61 Avenue west of 113 Street currently provides access to the South Campus area (60 Avenue).

LEGEND

-  U of A South Campus Boundary
-  Study Area

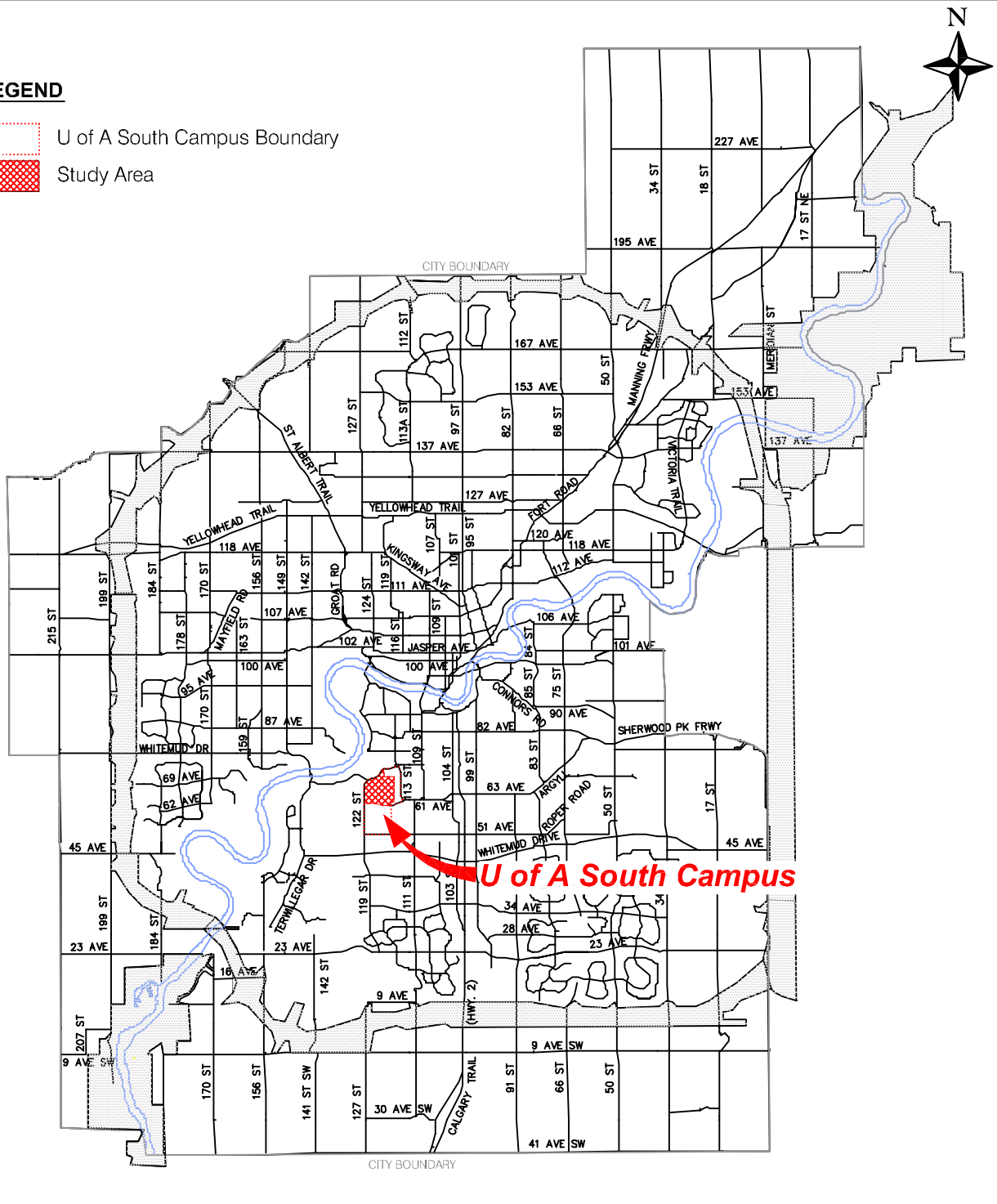


Exhibit 2-1

Scale NTS

Site Location



111 Street is a four-lane divided arterial between 51 Avenue and 61 Avenue. South of 51 Avenue additional lanes are added in the vicinity of the Whitemud Drive/111 Street interchange. The posted speed limit along 111 Street is 60 km/hr.

Fox Drive is a six-lane divided urban arterial, (four travel lanes plus curbside lanes dedicated to transit) that provides a connection between 122 Street/Belgravia Road and Whitemud Drive. The posted speed limit along Fox Drive is 70 km/hr, with a short section of the eastbound lanes posted at 60 km/hr approaching Belgravia Road. Fox Drive has recently been upgraded to six lanes to accommodate curb side dedicated transit lanes as part of the overall Quesnell Bridge roadway improvement project.

Whitemud Drive is a six-lane free-flow facility that is a key component in the City of Edmonton's inner ring loop. The posted speed limit on Whitemud Drive is 80 km/hr. In the southwest, interchanges are located along Whitemud Drive at Calgary Trail/Gateway Boulevard, 111 Street, 122 Street (119 Street), Terwillegar Drive, 53 Avenue, and Fox Drive. Access to Whitemud Drive is also available via 106 Street as C/D roads are provided between Calgary Trail and 111 Street.

2.4 Existing Daily and Peak Hour Traffic Volumes

Existing and historical traffic flows on arterial roadways immediately adjacent to, and in the vicinity of the South Campus were ascertained based upon a review of Average Annual Weekday Traffic Volume Reports prepared by the Transportation Department. **Table 2-1** summarizes the traffic volumes along the arterial roadways in the vicinity of the study area.

Table 2-1: Average Annual Weekday Traffic Volumes

Location	2002	2003	2004	2005	2006	2007
51 Avenue west of 107 Street	-	19,700	-	18,500	-	17,800
51 Avenue west of 111A Street	10,600	-	13,300	-	-	-
61 Avenue west of 109 Street	-	14,300	-	16,100	-	27,300
111 Street south of 61 Avenue	-	35,300	-	38,900	-	32,500
113 Street south of Belgravia Road	29,400	-	29,500	-	-	-
122 Street north of 51 Avenue	12,600	-	12,900	-	-	-
122 Street south of Fox Drive	-	12,300	-	11,900	-	12,700
122 Street north of Whitemud Drive	-	15,000	-	14,800	-	16,600
Belgravia Road east of Fox Drive	37,200	-	37,600	-	-	-
Fox Drive west of Belgravia Road	-	34,800	-	34,300	-	30,700
Whitemud Drive west of 122 Street	86,800	99,000	-	101,800	94,800	89,400
Whitemud Drive north of 53 Avenue	103,700	103,000	-	-	92,600	93,800
Quesnell Bridge	112,900	113,700	117,000	118,900	112,000	109,500

Table 2-2 and **Table 2-3** summarize the Weekday AM and PM Peak Hour traffic movements (two-way) along the arterial roadways adjacent to the study area.

Table 2-2: Weekday AM Peak Hour Traffic Volumes

Location	Direction	2002	2003	2004	2005	2006	2007
51 Avenue west of 107 Street	EB	-	692	-	664	-	589
	WB	-	398	-	366	-	334
51 Avenue west of 111A Street	EB	676	-	701	-	-	-
	WB	317	-	329	-	-	-
61 Avenue west of 109 Street	EB	-	579	-	696	-	-
	WB	-	533	-	499	-	-
111 Street south of 61 Avenue	NB	-	2,004	-	1,903	-	1,865
	SB	-	708	-	725	-	716
113 Street south of Belgravia Road	NB	1,110	-	816	-	-	-
	SB	918	-	989	-	-	-
122 Street north of 51 Avenue	NB	1,079	-	1,060	-	-	-
	SB	330	-	341	-	-	-
122 Street south of Fox Drive	NB	-	913	-	971	-	935
	SB	-	263	-	322	-	230
122 Street north of Whitemud Drive	NB	-	1,226	-	1,203	-	1,362
	SB	-	395	-	401	-	397
Belgravia Road east of Fox Drive	EB	2,104	-	2,032	-	-	-
	WB	667	-	710	-	-	-
Fox Drive west of Belgravia Road	EB	-	1,820	-	1,846	-	1,673
	WB	-	877	-	878	-	741
Whitemud Drive west of 122 Street	EB	5,091	4,997	-	4,375	4,439	3,976
	WB	3,218	3,213	-	3,423	3,041	2,266
Whitemud Drive north of 53 Avenue	NB	4,695	4,605	-	-	3,915	3,233
	SB	3,967	3,778	-	-	3,217	4,531
Quesnell Bridge	NB	4,521	4,333	4,687	4,693	4,059	4,500
	SB	4,610	4,585	4,675	4,853	4,175	4,525

Table 2-3: Weekday PM Peak Hour Traffic Volumes

Location	Direction	2002	2003	2004	2005	2006	2007
51 Avenue west of 107 Street	EB	-	738	-	699	-	818
	WB	-	968	-	992	-	896
51 Avenue west of 111A Street	EB	349	-	483	-	-	-
	WB	674	-	710	-	-	-
61 Avenue west of 109 Street	EB	-	573	-	592	-	-
	WB	-	836	-	944	-	-
111 Street south of 61 Avenue	NB	-	1,097	-	1,193	-	957
	SB	-	1,998	-	2,082	-	1,888
113 Street south of Belgravia Road	NB	1,395	-	1,333	-	-	-
	SB	1,312	-	1,254	-	-	-
122 Street north of 51 Avenue	NB	519	-	548	-	-	-
	SB	683	-	700	-	-	-
122 Street south of Fox Drive	NB	-	534	-	689	-	686
	SB	-	649	-	604	-	588
122 Street north of Whitemud Drive	NB	-	530	-	618	-	761
	SB	-	812	-	820	-	837
Belgravia Road east of Fox Drive	EB	1,103	-	935	-	-	-
	WB	2,250	-	2,210	-	-	-
Fox Drive west of Belgravia Road	EB	-	1,030	-	1,051	-	1,001
	WB	-	2,183	-	2,060	-	2,197
Whitemud Drive west of 122 Street	EB	3,731	3,606	-	3,114	3639	3,215
	WB	4,628	4,398	-	4,790	4758	4,461
Whitemud Drive north of 53 Avenue	NB	4,376	4,223	-	-	3798	4,377
	SB	4,541	4,604	-	-	4386	3,769
Quesnell Bridge	NB	5,302	5,199	5,400	5,460	4723	5,117
	SB	4,793	4,620	4,841	4,845	4304	4,586

Overall traffic volumes on the arterial roadways in the vicinity of the study area appear to be relatively consistent between 2002 and 2007, with the exception of 61 Avenue west of 109 Street, where a significant increase in daily traffic was noted in 2007. In general, the daily and peak hour volumes from 2002 to 2007 are reflective of arterials within a mature part of the City of Edmonton.

In addition to the above historic traffic volume data, the City of Edmonton completed intersection turning movement counts at the Belgravia Road/116 Street intersection in 2007 and the Belgravia Road/Fox Drive and 63 Avenue/122 Street intersections in 2008. The AM and PM Peak hour turning movement volumes measured at these intersections are summarized in **Exhibit 2-2**. While more recent counts have been completed at intersections within the study area, a review of the data suggests that road closures associated with Whitemud Drive construction may have resulted in changes in traffic patterns in the vicinity of South Campus. The 2008 counts are therefore anticipated to be the most recent counts available that reflect the availability of the complete roadway network.

2.5 Existing Transit Operations

The south LRT extension to South Campus opened on April 25, 2009 and the extension to Century Park opened on April 24, 2010. In addition to LRT service to South Campus, the South Campus Transit Centre also opened in April 2009 and accommodates seven basic routes, seven peak hour routes, one night route, and a shuttle to Fort Edmonton Park. **Table 2-4** summarizes the bus transit service accommodated at the South Campus Transit Centre.

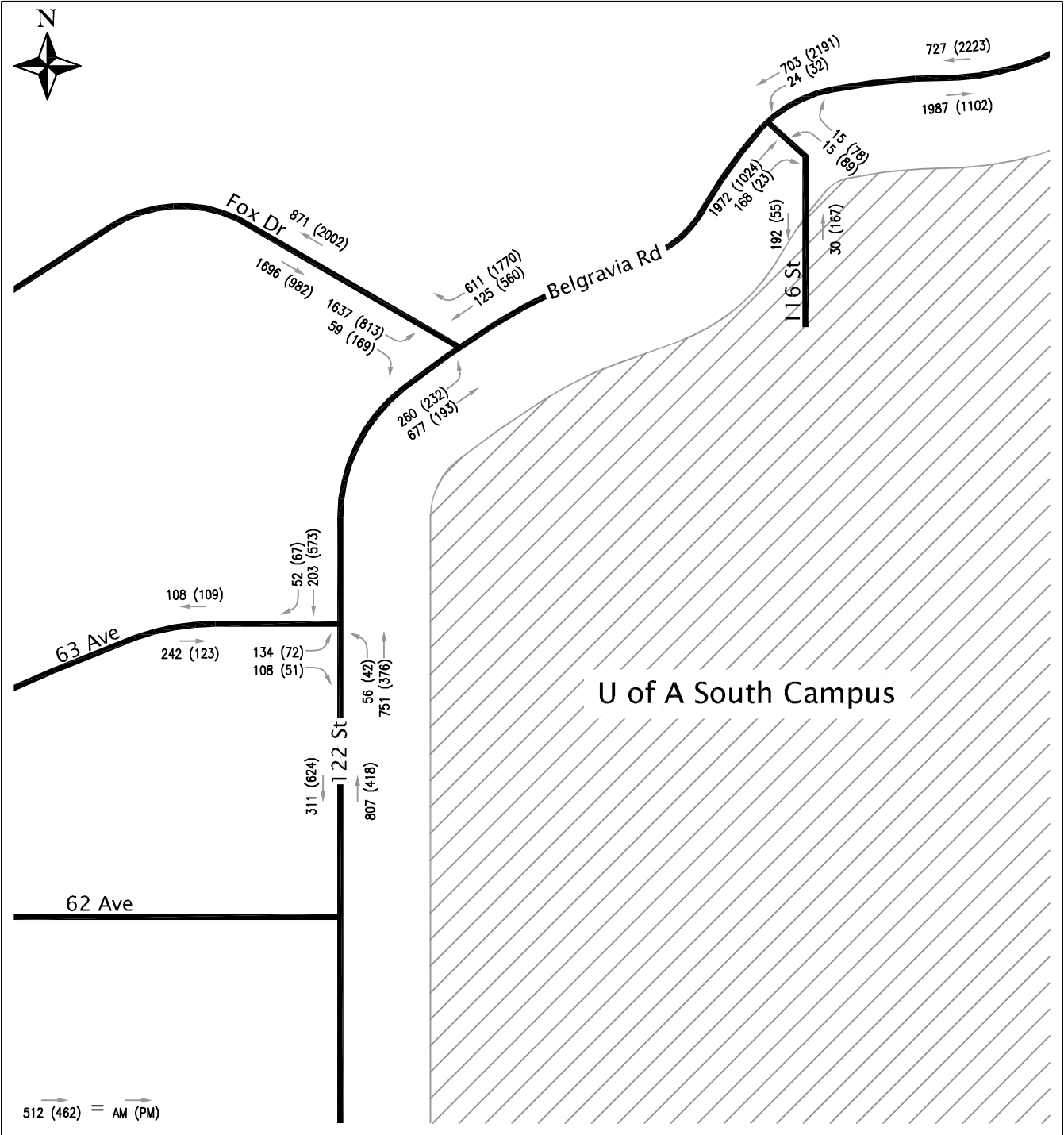


Exhibit 2-2

Scale NTS

**Existing (2008) Traffic Volumes
AM (PM) Peak Hour**



Table 2-4: South Campus Transit Centre - Available Bus Routes

Route	Service	Destination	Weekday Frequency (minutes)			
			AM/PM Peak Hours	Midday	Early Evenings	Late Evenings
4	Basic	West Edmonton Mall - Capilano	15	15	15	30
30	Basic	Leger	15	30	30	
32	Peak	Brander Gardens/Southgate	30			
36	Basic	Century Park	15	30	30	
43	Peak	Century Park	7/8			
50	Basic	Southgate	15	30	30	60
53	Basic	Southgate	15	30		
55	Basic	Southgate	30	30	30	
104	Peak	Lymburn	30			
105	Peak	Lessard	15			
106	Basic	Capilano	30	30		
133	Peak	West Edmonton Mall	30			
138	Peak	Wedgewood	30			
139	Peak	Grange	30			
330	Night	Leger				60
596	Sunday & Holiday	Fort Edmonton/Valley Zoo (May - Sept)				

In addition to the transit routes now serving South Campus, two basic routes operate along 51 Avenue (Routes 33 and 34).

2.6 Existing Pedestrian and Bicycle Routes

Sidewalks are currently provided along the following arterials:

- 51 Avenue - sidewalks are provided on both sides of 51 Avenue between 111 Street and 115 Street, but are only provided on the south side between 115 Street and 122 Street
- 60 Avenue - Sidewalks are provided along the north side of 60 Avenue, west of 113 Street.
- 61 Avenue - Sidewalk connections extend from 113 Street into the Lendrum Neighbourhood at the 61 Avenue/113 Street intersection and into the Parkallen neighbourhood at the 61 Avenue/113 Street and 61 Avenue/111 Street intersections.
- Belgravia Road/71 Avenue - A sidewalk is provided on the north side of the service road located on the north side of Belgravia Road. This sidewalk provides access to the pedestrian overpass, above Belgravia Road, located west of 116 Street. Sidewalk connections are also provided along the south side of Belgravia Road from 113 Street into the NCPC lands, and from 116 Street to Fox Drive.
- 111 Street - Sidewalks are provided on both sides of 111 Street south of 61 Avenue.
- 113 Street - Sidewalks are provided on both sides of 113 Street; however, the walk on east side is adjacent to the houses along the service road.
- 122 Street - The sidewalk on the south side of Belgravia Road continues on the east side of 122 Street to 63 Avenue. South of 63 Avenue a sidewalk is provided on the west side of 122 Street.

Two main north/south bicycle routes are provided adjacent to the study area. The first north/south route includes a separated bike path (sidewalk shared with pedestrians) along the west side of 122 Street/119 Street from Fairway Drive to 63 Avenue. At 63 Avenue a short link of separated bike path is provided on the east side of 122 Street, which connects to a signed bike route (on roadway) along roadways within South Campus. The signed bike route connects to a pedestrian overpass that goes over Belgravia Road at approximately 116 Street. The signed bike route then continues north along 116 Street and 115 Street to 87 Avenue.

The second north/south route extends north from Whitemud Drive as a signed bike route on 115 Street to 60 Avenue, and along 60 Avenue to 113A Street. East of 113A Street a separated bike path is provided to 113 Street, and continues north along the west side of 113 Street to 74 Avenue. An east/west signed bike route is identified along 74 Avenue west of 113 Street, which connects to the signed bike route along 115 Street.

In addition to the above, a multiuse trail was recently opened along the west side of the LRT tracks.

2.7 Future Roadway Network

Whitemud Drive is currently being widened, with construction scheduled for completion in 2010. The construction project also includes the rehabilitation and widening of the Quesnell Bridge and the reconstruction and widening of the Fox Drive overpass. Upon completion in 2010, Whitemud Drive will accommodate six lanes plus two auxiliary lanes between the Fox Drive overpass and 149 Street. As well a Transit Priority Lane will be provided on the Whitemud Drive/Fox Drive southbound to eastbound loop ramp, the 149 Street northbound to eastbound ramp will be widened to two lanes, and Fox Drive will be widened by one lane in each direction.

The U of A South Campus is located within a mature area of the City of Edmonton. Other than the improvements currently underway on Whitemud Drive and Fox Drive, no major roadway network modifications are anticipated in the future.

2.8 Horizon Year Background Traffic Volumes

The City of Edmonton Transportation Department provided 2041 AM peak hour, PM peak hour, and Daily link volume estimates for use in determining background traffic volumes for the evaluation of the traffic impacts associated with development of the U of A South Campus.

The 2041 model volumes provided by the City of Edmonton include traffic anticipated to be generated by the U of A South Campus and the NCPC within the 2041 horizon. Three zones are identified that approximately correspond to the South Campus and the NCPC development areas. These three zones include combined employment estimates in the order of 4,500 employees and population estimates in the order 5,540 people.

Access to the three study area zones within the model includes two accesses to 122 Street, one access to Belgravia Road, and two accesses to 113 Street. As well, the existing westbound flyover from the north end of the South Campus lands to Fox Drive westbound is included in the model. The model also includes a link from Fox Drive Eastbound directly into the South Campus lands; although it accommodated minimal volumes.

The City of Edmonton provided select link analysis plots (in percentages) illustrating the origin and destination of traffic for each of the three study area zones, as well as for short cutting traffic that was identified in the model as traveling through the NCPC between 113 Street and Fox Drive. The select link analysis plots were used to remove short cutting traffic through the NCPC and to remove traffic associated with the U of A. Traffic anticipated to be associated with the 860 NCPC employees included in the model was retained.

Once the model volumes were adjusted to remove short cutting and U of A traffic, potential traffic growth associated with the NCPC was added to the network. Based on a review of the *South Campus/Neil Crawford Provincial Centre Planning Study: Traffic Impact Assessment* (NCPC TIA) prepared by IBI Group

in March 2007 on behalf of the Government of Alberta and the U of A, the NCPC is anticipated to expand to ultimately include approximately 3,500 employees on-site. Using the trip generation information included in the NCPC TIA, the number of trips anticipated to be generated by the net increase in employees on the NCPC site, as compared to the 2041 model, was estimated. Therefore, the traffic anticipated to be generated by an additional 2,640 employees on the NCPC site was added to the 2041 background traffic volumes. While it is recognized that the NCPC TIA identifies that the ultimate expansion could occur by 2030, as it is an ultimate build out, the number of employees on site should be consistent in the 2041 horizon.

In addition to the above, the 2041 background volumes were adjusted to reflect the potential for the fourth leg at the Belgravia Road/Fox Drive intersection and the reconfiguration of the Belgravia Road/116 Street intersection from an all-directional to a right in/right out access. **Exhibit 2-3** illustrates the 2041 Background Traffic Volumes used in the assessment.

It should be noted that the 2041 background traffic volumes do not include significant development on the U of A West 240 lands. The 2041 model provided by the City of Edmonton included employment and population estimates of 940 employees and 230 residents within the U of A West 240 lands by 2041. It is anticipated that a more detailed traffic assessment will be completed once development concepts have been prepared for the U of A West 240 lands and more accurate employment and population estimates can be provided.

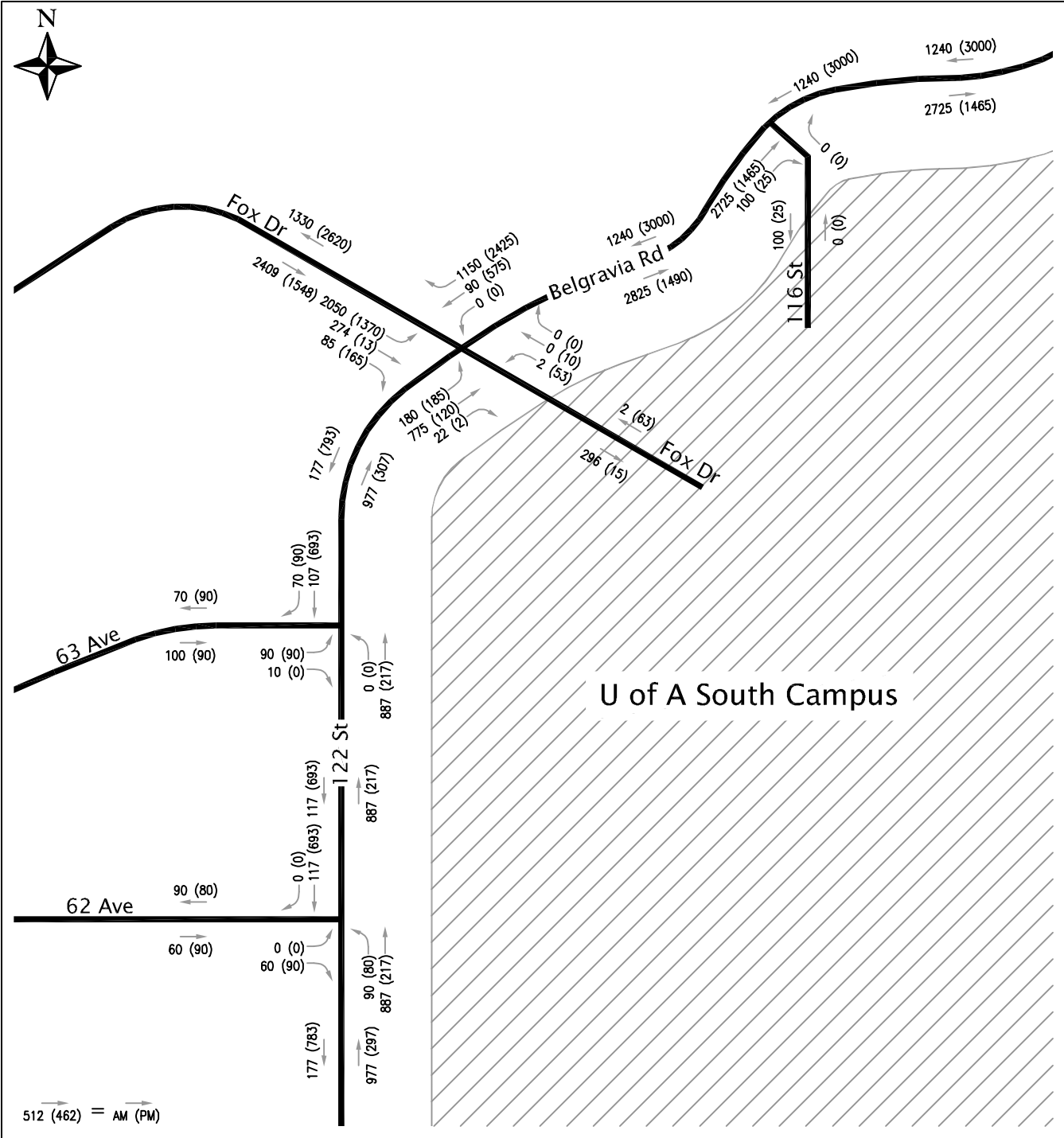


Exhibit 2-3

Scale NTS

**2041 Background Traffic Volumes (Option 1)
AM (PM) Peak Hour**



3. LAND USE ASSUMPTIONS

3.1 Study Area

For the purposes of this assessment, the study area includes the lands located within the north portion of the South Campus. This generally includes Sector 12 (north ¼) as defined in the South Campus Sector Plan Long Range Development Plan prepared by Stantec. **Exhibit 3-1** illustrates the study area.

3.2 Land Use Assumptions

Development within the South Campus is anticipated to include academic, research, and administration space, student residences, and parkades in the central and southern portions of the South Campus, with a series of recreation facilities developed along the north boundary that will be shared with community users. **Exhibit 3-2** illustrates the potential layout of the South Campus, based on draft information provided by the U of A.

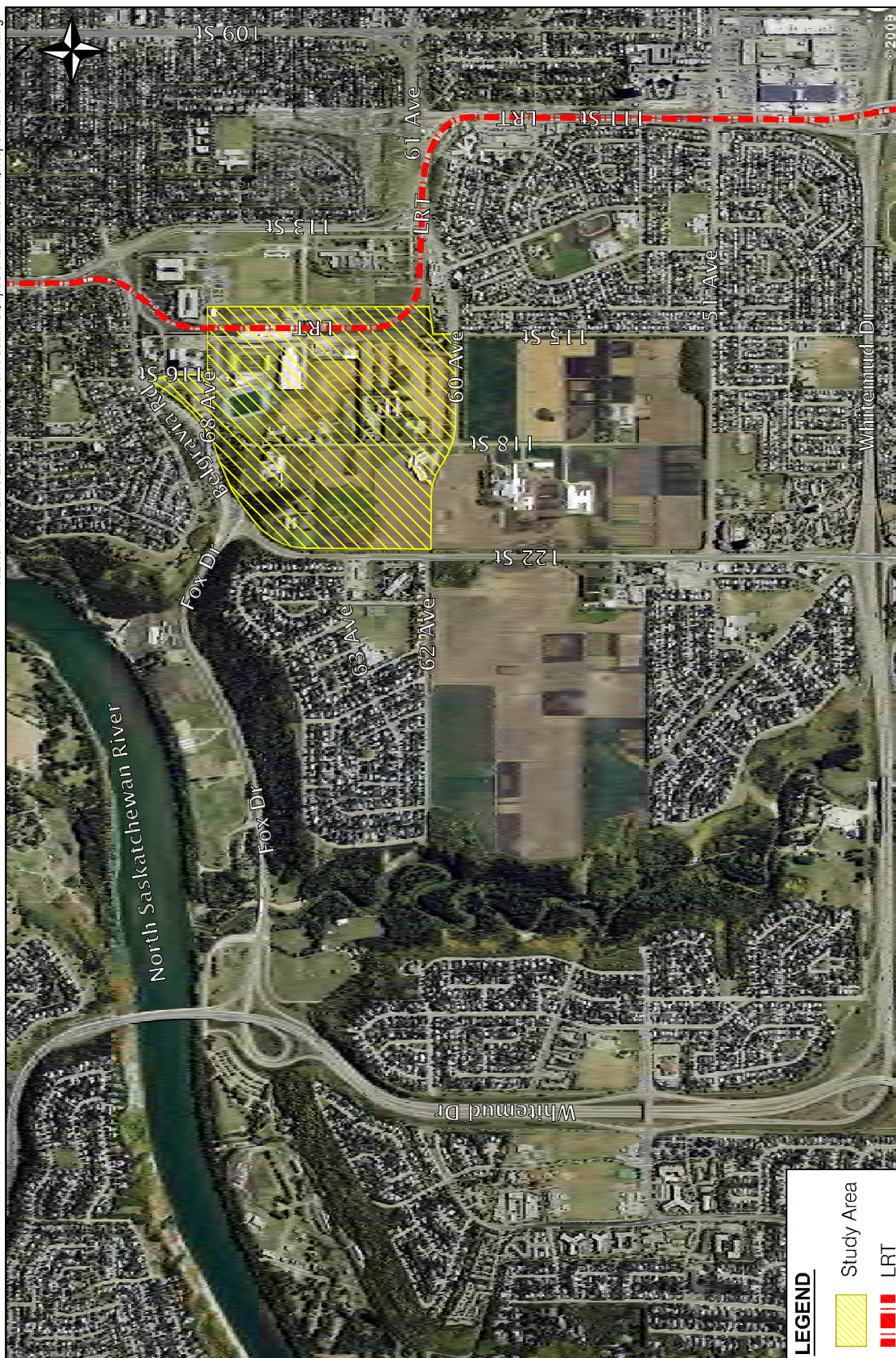
The recreation facilities proposed on the north boundary of the campus include:

- Saville Centre - existing
- Foote Field - existing
- GO Centre - under construction
- Twin Ice Arena - proposed
- Fieldhouse - proposed

The Saville Centre is a combination curling/tennis facility that includes 10 curling sheets and 8 indoor tennis courts. In addition, a gymnasium, a fitness centre, and general public space are included in the facility.

Foote Field is the home field for the U of A Golden Bears and also includes track and field space.

The GO Community Centre is currently under construction and includes a main spectator gym (2,800 seats), general gymnasium and fitness facilities, and court areas that can be used for volleyball and basketball. While the court areas can accommodate both volleyball and basketball courts, available site plans generally indicate that the north court area would predominantly be used for basketball (max 5 courts) and the south court area would predominantly be used for volleyball (max 12 courts).



Scale NTS

Exhibit 3-1

Study Area

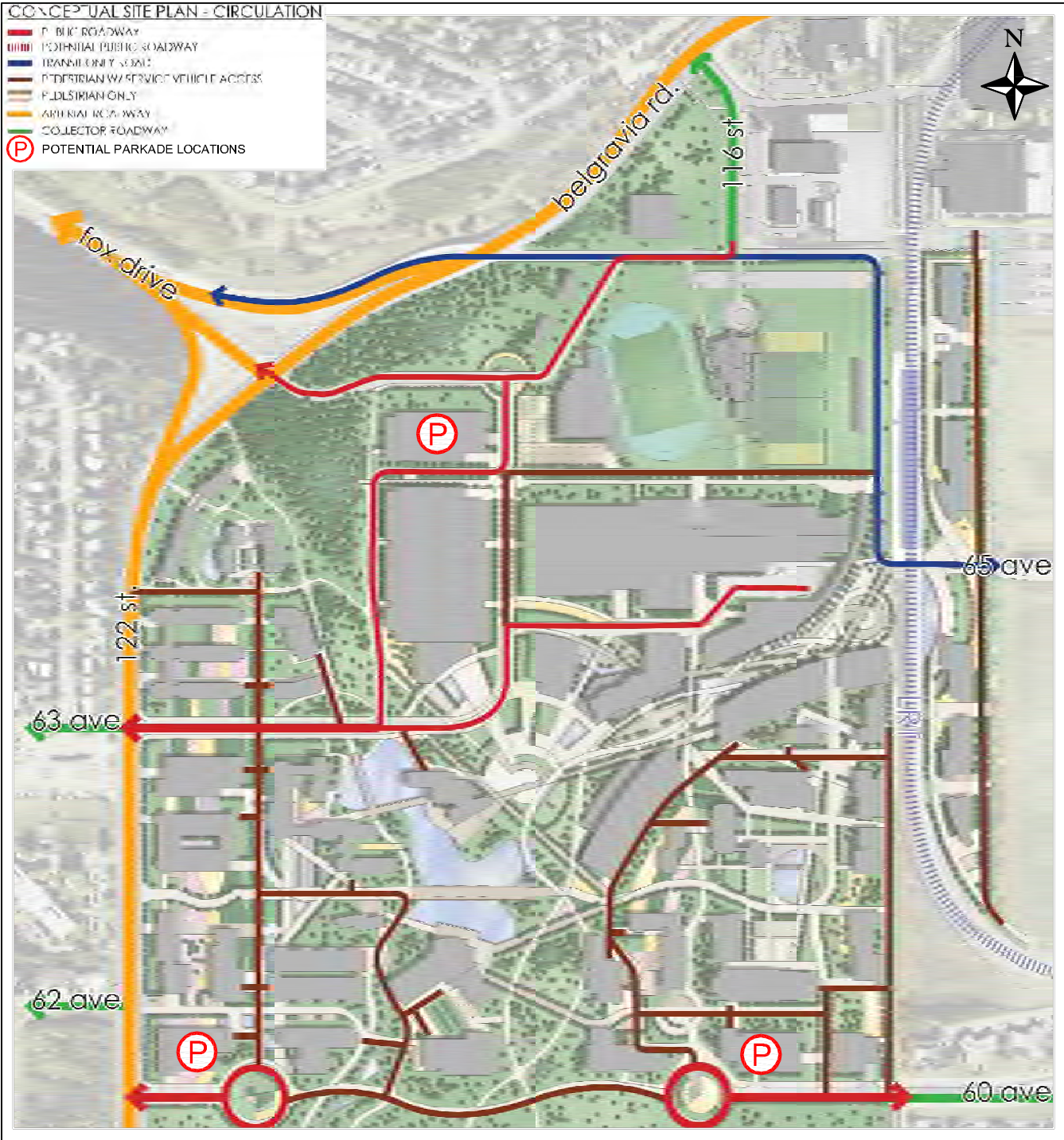


Exhibit 3-2

Scale NTS



South Campus Concept Plan

At this time, details regarding the twin ice arena and field house complexes have not been established. For the purposes of this assessment it is assumed that the twin ice arena facility will include two NHL size ice rinks and associated locker rooms, referee rooms, a concession stand, and small meeting rooms. It is anticipated that the field house could accommodate a variety of indoor sporting events including soccer, ball hockey, and lacrosse.

3.3 On-Site Parking

Based on a review of the South Campus Sector Plan, the South Campus is anticipated to accommodate 15,000 students (full time learning equivalents – FLEs) and 4,750 faculty and staff (full time equivalents – FTEs) by 2030. This is anticipated to represent the build out of Sector 12 and has been used for assessment purposes.

Based on information contained in the South Campus Sector Plan, a recommended parking supply ratio of 0.15 trips/total population has been assumed to determine the potential parking requirements on the site. Based on this parking ratio, a total of approximately 3,000 parking stalls may be developed on site. For the purposes of the assessment it is assumed that three parkades will be developed on the periphery of the South Campus. It is assumed that a southeast parkade would be located in the vicinity of 60 Avenue and 115 Street and accommodate 700 stalls, that a southwest parkade would be located in the vicinity of 62 Avenue and 122 Street and accommodate 1,150 stalls, and that a northwest parkade would be located in the vicinity of 63 Avenue and 122 Street and also accommodate 1,150 stalls. The northwest parkade would accommodate both University users and recreation facility user groups, while the south east and southwest parkades are anticipated to accommodate primarily University users.

3.4 Access Options

It is anticipated that a site access will be provided in the southeast quadrant at approximately 60 Avenue and 115 Street and in the southwest quadrant at 62 Avenue and 122 Street. These accesses have been identified in close proximity to the assumed parkades servicing the campus. As well, the existing access at Belgravia Road and 116 Street is anticipated to be modified to a right in/right out only access as a result of poor sightlines for the northbound left turn and potential queuing issues regarding the westbound left turn. In addition to these accesses, three options were reviewed for access to the north portion of the South Campus as follows:

- Option 1 – Two Additional Accesses: The extension of Fox Drive into the South Campus at Belgravia Road and the construction of the fourth leg of the 63 Avenue/122 Street intersection.
- Option 2 – The construction of the fourth leg of the 63 Avenue/122 Street intersection only.
- Option 3 – The extension of Fox Drive into the South Campus at Belgravia Road only.

4. TRIP GENERATION

4.1 Trip Generation Assumptions

4.1.1 U of A Students, Staff, and Faculty

Trips anticipated to be generated by U of A students, faculty, and support staff have been estimated based on a review of the ITE *Trip Generation, 8th Edition*. Based on this review, ITE land use code 550 – University/College identifies an average AM peak hour trip rate of 0.21 trips per student (80% inbound, 20% outbound) and a PM peak hour trip rate of 0.21 trips per student (30% inbound, 70% outbound).

As ITE trip rates are based on survey data, they inherently account for mode split and auto occupancy factors, therefore no additional reductions in trip-making activity have been applied. The AM and PM peak hour trip generation characteristics anticipated to be exhibited by the University land use component (students, faculty, and staff) are summarized in **Table 4-1**.

Table 4-1: U of A Students, Staff, and Faculty AM and PM Peak Hour Trip Generation

Variable	Trip Generation Rate	IN		Out		Total Trips
AM Peak Hour						
15,000 students	0.21 trips / student	80%	2,520	20%	630	3,150
PM Peak Hour						
15,000 students	0.21 trips / student	30%	945	70%	2,205	3,150

4.1.2 Saville Centre

The Saville Centre currently accommodates a number of user groups attending to various facility components including curling, tennis, gymnasium activity, fitness centre, and public meeting areas. As this facility is anticipated to continue to operate as it currently does, the estimate of trips associated with this facility has been based on discussions with U of A facility operators.

Patron arrivals and departures in the AM peak hour tend to be limited to the fitness centre and the curling rinks. While the fitness centre may include both inbound and outbound patrons, the curling rinks generally attract trips in the AM peak hour for a 9:00 AM start time. Based on discussions with the operators at Saville, it is estimated that up to 150 patrons arrive, and 50 patrons leave the Saville Centre during the AM peak hour on a typical weekday.

Table 4-2 presents the PM peak hour patron characteristics associated with the various components of the Saville Centre, while **Table 4-3** presents the AM and PM peak hour trip generation characteristics

anticipated based on applying mode split and auto occupancy assumptions. It is of note that trips specifically associated with facility staff have not been included as it is anticipated that these trips have been captured in the above trip rate applied to the U of A students, staff, and faculty component of the overall site.

Table 4-2: Saville Centre PM Peak Hour Patron Estimate

Facility Component	Patrons			Notes
	In	Out	Total	
Curling Rinks	80	80	160	-10 curling sheets, 8 patrons per sheet arriving for 5:30PM start (80 inbound patrons) -10 curling sheets, 8 patrons per sheet leaving prior to 5:30PM start (80 outbound patrons)
Tennis Courts	32	16	48	-8 tennis courts, 4 players per court arriving for 5PM start (32 inbound patrons) -50% of courts generate outbound person trips prior to 5PM start (16 outbound patrons)
Gymnasium	40	10	50	
Fitness Centre	20	10	30	
Public Meeting Space	0	0	0	-Anticipated to generate trips outside of peak hours
Miscellaneous	30	10	40	-Includes visitors, guests, spectators, etc... not otherwise accounted for
Total Patrons	202	126	328	

Table 4-3: Saville Centre AM and PM Peak Hour Trip Generation

		AM Peak		PM Peak	
Patron Load		In	Out	In	Out
		150	50	202	126
Auto Trips		In	Out	In	Out
Mode Split to Transit	10%	-	-	-	-
Mode Split to Auto	85%	106	35	143	89
Auto Occupancy	1.2				
Primary Trip Subtotal		106	35	143	89
Mode Split to Drop-off Inbound	5%	8	8	10	10
Mode Split to Pick-up Outbound	5%	3	3	6	6
Drop-off/Pick Up Trip Subtotal		11	11	16	16
Total Trips		117	46	159	105

4.1.3 GO Centre

Activity at the GO Centre in the AM peak hour is anticipated to be limited to the gymnasium/fitness centre. It is estimated that the patron loads associated with the GO Centre in the AM peak hour could be in the order of 50 inbound patrons and 25 outbound patrons.

Table 4-4 presents the PM peak hour patron characteristics associated with the various components of the GO Centre. **Table 4-5** presents the AM and PM peak hour trip generation characteristics anticipated based on applying mode split and auto occupancy assumptions to the anticipated patron loads. The mode split assumed for the GO Centre is slightly higher than that assumed for the Saville Centre, as it is anticipated that users of the GO Centre may include a younger demographic with a slightly higher propensity to use transit for recreation trips.

Again, trips specifically associated with facility staff have not been included as it is anticipated that these trips have been captured in the above trip rate applied to the U of A students, staff, and faculty component of the overall site.

Table 4-4: GO Centre PM Peak Hour Patron Estimate

Facility Component	Patrons			Notes
	In	Out	Total	
Basketball	96	24	120	-4 courts, 24 patrons per court (96 inbound patrons) -25% of courts generate outbound person trips (24 outbound patrons)
Volleyball	90	15	105	-6 courts, 15 patrons per court (90 inbound patrons) -1 court generates outbound person trips (15 outbound patrons)
Gymnasium/Fitness Centre	40	20	60	
Spectator Event Gym	0	0	0	-Typically used evenings and weekends
Miscellaneous	20	10	30	-Includes visitors, guests, spectators, etc... not otherwise accounted for
Total Patrons	246	69	315	

Table 4-5: GO Centre AM and PM Peak Hour Trip Generation

		AM Peak		PM Peak	
Patron Load		In	Out	In	Out
		50	25	246	69
Auto Trips		In	Out	In	Out
Mode Split to Transit	15%	-	-	-	-
Mode Split to Auto	80%	33	17	164	46
Auto Occupancy	1.2				
Primary Trip Subtotal		33	17	164	46
Mode Split to Drop-off Inbound	5%	3	3	12	12
Mode Split to Pick-up Outbound	5%	1	1	3	3
Drop-off Trip Subtotal		4	4	15	15
Total Trips		37	21	179	61

4.1.4 Twin Ice Arenas

The twin ice arena facility is anticipated to include 2 NHL sized ice sheets and associated locker rooms, referee rooms, concession and small meeting rooms. In the AM peak hour, traffic associated with the site is anticipated to be minimal; therefore, for the purpose of this study, 5 inbound trips have been assumed to be associated with the Twin Ice Arenas in the AM peak hour.

Based on a review of operating characteristics of other ice arenas in the City of Edmonton, the ice arenas have been assumed to generate about 100 patrons per rink during the PM peak hour (40 players, 60 spectators/coaches/other). It has been assumed that all peak hour patrons arrive during the PM peak hour. In addition, 50 outbound patrons have been assumed to account for rink users (prior to the peak hour) leaving the facility. Patron and trip generation characteristics assumed for the twin ice arena facility are summarized in **Table 4-6**.

Table 4-6: Twin Ice Arena AM and PM Peak Hour Trip Generation

		AM Peak		PM Peak	
Patron Load		In	Out	In	Out
		5	0	200	50
Auto Trips		In	Out	In	Out
Mode Split to Transit	0%	-	-	-	-
Mode Split to Auto	100%/95%	5	0	76	19
Auto Occupancy	1.0/2.5				
Primary Trip Subtotal		5	0	76	19
Mode Split to Drop-off Inbound	0%/5%	0	0	10	10
Mode Split to Pick-up Outbound	0%/5%	0	0	3	3
Drop-off Trip Subtotal		0	0	13	13
Total Trips		5	0	89	32

4.1.5 Field House

It is anticipated that the fieldhouse will operate year-round and host a wide variety of indoor sporting events including indoor soccer, ball hockey, and lacrosse. The peak periods of the fieldhouse are assumed to occur during the weekday evenings and weekend afternoons. Therefore, minimal AM peak hour traffic is anticipated. For the purpose of this study, 5 inbound trips have been assumed to be associated with the Field House in the AM peak hour.

The PM peak hour patron demand has been estimated assuming user group profiles based on discussions with the operators of existing facilities and experience working on similar projects. A complement of about 35 players and coaches and an average spectator attendance of 20 people have been assumed to

represent inbound traffic demand generators associated with the facility during the PM peak hour. User groups that could generate this type of demand include minor soccer associations, ball hockey associations and leagues, and lacrosse leagues. In addition, 40 outbound patrons have been assumed to account for facility users (prior to the peak hour) leaving the facility.

Table 4-7: Fieldhouse AM and PM Peak Hour Trip Generation

		AM Peak		PM Peak	
Patron Load		In	Out	In	Out
		5	0	110	40
Auto Trips		In	Out	In	Out
Mode Split to Transit	0%	-	-	-	-
Mode Split to Auto	0%/95%	5	0	105	38
Auto Occupancy	1.0/2.0				
Primary Trip Subtotal		5	0	105	38
Mode Split to Drop-off Inbound	0%/5%	0	0	6	6
Mode Split to Pick-up Outbound	0%/5%	0	0	2	2
Drop-off Trip Subtotal		0	0	8	8
Total Trips		5	0	113	46

4.2 Trip Generation Totals

Table 4-8: Total Peak Hour Trip Generation

Auto Trips	AM Peak Hour		PM Peak Hour	
	In	Out	In	Out
U of A students, staff, and faculty	2,520	630	945	2,205
Saville Centre	117	46	159	105
GO Centre	37	21	179	61
Twin Ice Arena	5	0	89	32
Fieldhouse	5	0	113	46
Total Trips	2,684	697	1,485	2,449

4.3 Trip Distribution

The distribution of trips associated with the South Campus are assumed to reflect the typical origin-destination patterns within the southwest inner area. Therefore, 2041 origin-destination information from the City's Origin-Destination Car Driver Trips for Edmonton and the Surrounding Region was used in the assessment.

4.4 Trip Assignment

Traffic was assigned to the adjacent roadway network based on the availability of parking within the South Campus and the access options considered for review. **Exhibit 4-1** summarizes the AM and PM peak hour site generated traffic anticipated to utilize the study area intersections based on Access Option 1.

4.5 Total Traffic

The traffic anticipated to be generated by the study area was superimposed on the 2041 Background Traffic Volumes to provide the 2041 Total Traffic volumes for use in the assessment of each access option. **Exhibit 4-2** summarizes the 2041 Total Traffic volumes used in the assessment of Access Option 1. Site Generated and 2041 Total Traffic volumes for Access Options 2 and 3 are included in **Appendix A**.

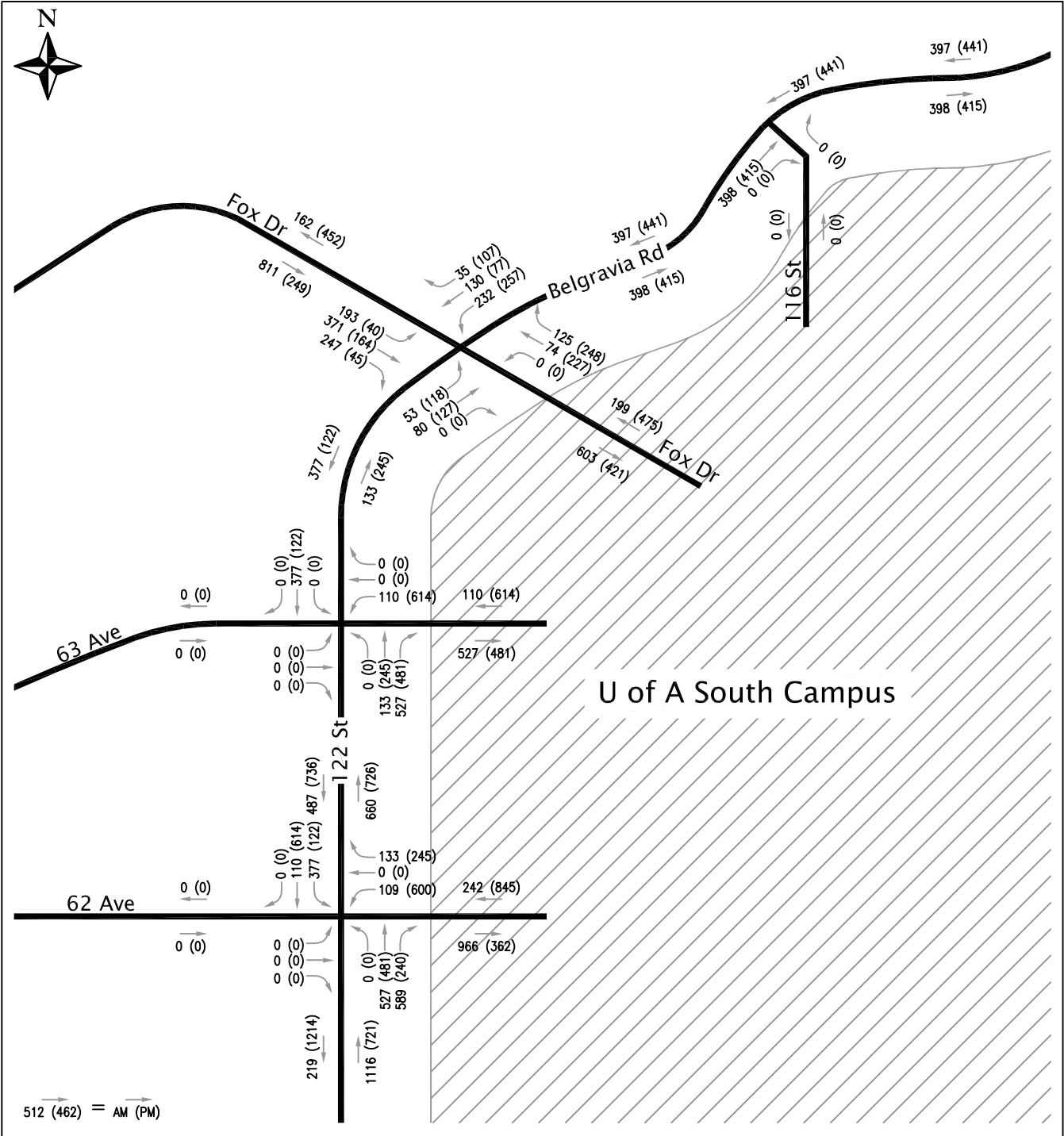


Exhibit 4-1

Scale NTS

Site Generated Traffic Volumes (Option 1) AM (PM) Peak Hour



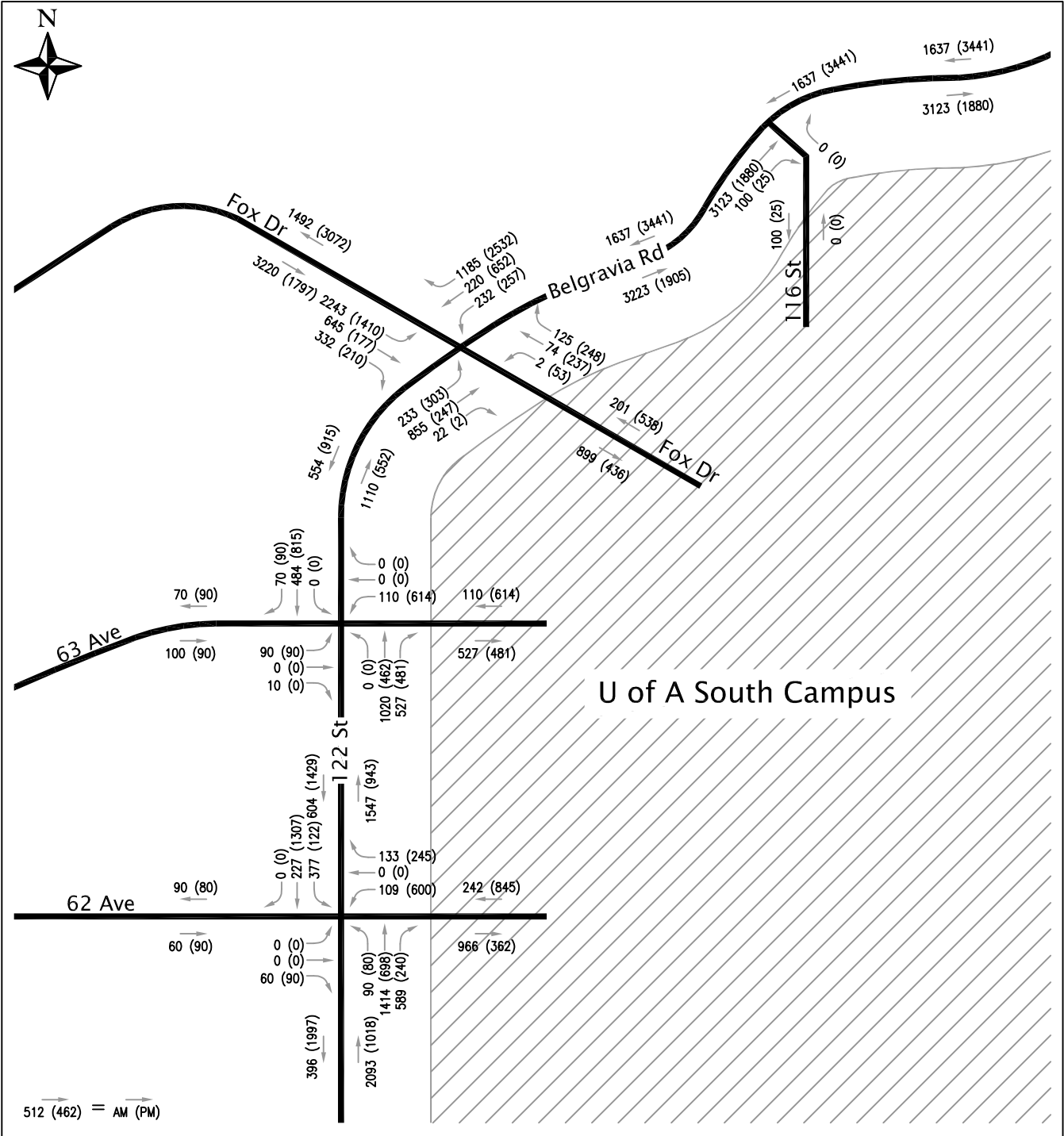


Exhibit 4-2

Scale NTS

2041 Total Traffic Volumes (Option 1) AM (PM) Peak Hour



5. TRANSPORTATION ASSESSMENT

5.1 Intersection Analysis Assumptions

The capacity analysis is based on the methods outlined in the Highway Capacity Manual 2000, using SYNCHRO 7.0 analysis software.

Intersection operations are typically rated by two measures. The volume-to-capacity (v/c) ratio describes the extent to which the traffic volumes can be accommodated by the physical capacity of the road configuration and traffic control. A value (measured during the peak hour) less than 0.90 indicates that generally there is sufficient capacity and the projected traffic volumes can be accommodated at the intersection. A value between 0.90 and 1.0 suggests unstable operations may occur and volumes are nearing capacity conditions. A calculated value over 1.0 indicates that traffic volumes are theoretically exceeding capacity. The second measure of performance, Level of Service (LOS), is based on the estimated average delay per vehicle among all traffic passing through the intersection. A low average delay merits a LOS A rating. Average delays greater than 80 seconds per vehicle at a signalized intersection generally produce a LOS F rating, while at unsignalized intersections a LOS F is reached when vehicles experience an average delay greater than 50 seconds.

The City of Edmonton's Roadway Planning and Design Objectives (February 2005 Edition) identifies the Peak Hour Level Of Service (LOS) Design Objectives for Signalized Arterials at LOS D in the medium term and E in the long term. At signalized intersections, LOS D generally relates to v/c ratios between 0.75 and 0.90, while LOS E generally relates to v/c ratios greater than 0.9 and less than 1.0.

The anticipated 95th percentile queue length has also been included in the following assessment summaries. The queues provided may include a footnote that relates to the ability of the program to estimate the queue accurately. The 'm' footnote indicates that the volume entering the intersection is being metered by an upstream intersection. The Synchro help file also provides the following regarding the '#' footnote:

"The # footnote indicates that the volume for the 95th percentile cycle exceeds capacity. This traffic was simulated for two complete cycles of 95th percentile traffic to account for the affects of spillover between cycles. If the reported v/c <1 for this movement, the methods used represent a valid method for estimating the 95th percentile queue. In practice, 95th percentile queue shown will rarely be exceeded and the queues shown with the # footnote are acceptable for the design of storage bays."

The methodology includes a number of assumptions that relate to the operating conditions present at the intersections. The following assumptions were used in the analysis.

- Saturation Flow Rate – 1,850 vphg
- Minimum Lane Width – 3.6 metres
- Total Lost Time Adjustment Factor– 0.5
- Peak Hour Factor – 1.0
- %HV – existing percentages at Belgravia Road/Fox Drive, 2% 122 Street intersections

5.2 Intersection Assessments

As the purpose of the study is to evaluate the access options in the north portion of the plan area, the study includes assessments completed for the Belgravia Road/Fox Drive intersection and the 63 Avenue/122 Street intersection for each of the following three access options.

- **Option 1** – Two Additional Accesses: The extension of Fox Drive into the South Campus at Belgravia Road and the construction of the fourth leg of the 63 Avenue/122 Street intersection.
- **Option 2** – The construction of the fourth leg of the 63 Avenue/122 Street intersection only.
- **Option 3** – The extension of Fox Drive into the South Campus at Belgravia Road only.

The following sections summarize the results of the assessments completed.

5.2.1 Belgravia Road and Fox Drive

The intersection of Belgravia Road and Fox Drive is currently a signalized T-intersection. **Table 5-1** summarizes the existing operations of the Belgravia Road/Fox Drive intersection based on 2008 measured traffic volumes and signal timings.

Table 5-1: Belgravia Road and Fox Drive 2008 Existing AM and PM Peak Hours

	EB (122 Street)		WB (Belgravia Rd)		SB (Fox Dr)	
Movement	L	T	T	R	L	R
2008 AM Peak Hour – Signalized (110s cycle)						
Geometry	L/T/T		T/T/R		L/L/R	
Volume (vph)	260	677	125	611	1637	59
v/c	0.57	0.52	0.20	0.35	0.87	0.06
Delay (s)	32.2	29.6	40.4	0.5	28.1	5.2
LOS	C	C	D	A	C	A
95 th Queue (m)	67	77	21	0	187	8
Intersection Delay			23.8	Intersection LOS		C
2008 PM Peak Hour – Signalized (100s cycle)						
Geometry	L/T/T		T/T/R		L/L/R	
Volume (vph)	232	193	560	1770	813	169
v/c	0.62	0.11	0.39	1.00	0.60	0.22
Delay (s)	22.9	12.6	22.7	24.6	27.4	4.1
LOS	C	B	C	C	C	A
95 th Queue (m)	41	15	54	#85	85	13
Intersection Delay			23.3	Intersection LOS		C

As shown in Table 5-1, the intersection of Belgravia Road and Fox Drive was projected to be operating well in the AM peak hour, although the assessment doesn't factor in downstream congestion, which may reduce overall operations in the field. In the PM peak hour, the westbound free flow right turn is projected to be at capacity under existing conditions.

With the addition of the fourth intersection leg in Option 1 and Option 3, the intersection geometry was assumed to include the following:

- **West Approach (Belgravia Road)** – One left turn bay, two through lanes, one right turn bay
- **East Approach (Belgravia Road)** – one left turn bay, two through lanes, one channelized free flow right turn bay
- **South Approach (U of A Fox Drive Extension)** – one left turn bay, one through lane, one right turn bay
- **North Approach (Fox Drive)** – dual left turn lanes, one through lane, one channelized right turn bay

Tables 5-2 and 5-3 summarize the results of the Belgravia Road/Fox Drive intersection analyses for access Options 1 through 3 for the AM and PM peak hours respectively. The signal timings were optimized for each scenario analyzed.

Table 5-2: Belgravia Road and Fox Drive 2041 Total Traffic Scenarios AM Peak Hour

	EB (122 Street)			WB (Belgravia Rd)			NB (U of A Access)			SB (Fox Dr)		
Movement	L	T	R	L	T	R	L	T	R	L	T	R
Option 1 (Fox Drive and 63 Ave Accesses) -Signalized (120s cycle, SB, EB, and WB L Phases)												
Geometry	L/T/T/R			L/T/T/R			L/T/R			L/L/T/R		
Volume (vph)	233	855	22	232	220	1185	2	74	125	2243	645	332
v/c	0.77	1.17	0.07	1.27	0.26	0.67	0.02	0.34	0.50	1.25	0.62	0.29
Delay (s)	64.3	137.2	34.3	187.6	39.0	2.0	47.5	53.1	27.0	140.4	18.8	1.9
LOS	E	F	C	F	D	A	D	D	C	F	B	A
95 th Queue (m)	#75	#162	m8	#109	34	0	3	33	30	#352	136	12
Intersection Delay						84.7	Intersection LOS					F
Option 2 (63 Ave Access Only) -Signalized (120s cycle, EB L Phase)												
Geometry	L/T/T			T/T/R						L/L/R		
Volume (vph)	301	877			453	1185				2518		621
v/c	1.00	0.74			0.81	0.67				1.25		0.56
Delay (s)	67.5	16.5			61.5	2.0				140.5		9.6
LOS	E	B			E	A				F		A
95 th Queue (m)	#111	84			#78	0				#429		76
Intersection Delay						71.3	Intersection LOS					E
Option 3 (Fox Drive Access Only) -Signalized (120s cycle, NB, SB, EB, and WB L Phases)												
Geometry	L/T/T/R			L/T/T/R			L/T/R			L/L/T/R		
Volume (vph)	233	855	467	232	220	1185	106	80	125	2243	727	332
v/c	0.77	1.17	0.96	1.27	0.26	0.67	0.63	0.37	0.49	1.27	0.84	0.35
Delay (s)	31.3	113.5	49.2	187.6	39.0	2.0	42.3	53.8	25.0	148.9	36.8	6.5
LOS	C	F	D	F	D	A	D	D	C	F	D	A
95 th Queue (m)	#54	#163	#129	#109	34	0	#27	35	29	#357	#216	31
Intersection Delay						81.8	Intersection LOS					F

Table 5-3: Belgravia Road and Fox Drive 2041 Total Traffic Scenarios PM Peak Hour

Movement	EB (122 Street)			WB (Belgravia Rd)			NB (U of A Access)			SB (Fox Dr)		
	L	T	R	L	T	R	L	T	R	L	T	R
Option 1 (Fox Drive and 63 Ave Accesses) - Signalized (120s cycle, SB, EB, and WB L Phases)												
Geometry	L/T/T/R			L/T/T/R			L/T/R			L/L/T/R		
Volume (vph)	303	247	2	257	652	2532	53	237	248	1410	177	210
v/c	0.97	0.26	0.01	0.85	1.00	1.43	0.33	0.95	0.63	0.99	0.18	0.20
Delay (s)	73.9	34.8	24.5	61.2	85.4	210.0	53.3	97.7	17.7	53.5	14.3	2.2
LOS	E	C	C	E	F	F	D	F	B	D	B	A
95th Queue (m)	#119	41	m1	#88	#121	#474	26	#110	35	#207	34	11
Intersection Delay						117.4	Intersection LOS					F
Option 2 (63 Ave Access Only) -Signalized (120s cycle, EB L Phase)												
Geometry	L/T/T			T/T/R						L/L/R		
Volume (vph)	457	248			952	2552				1423		322
v/c	1.10	0.14			1.00	1.44				0.99		0.40
Delay (s)	97.1	5.7			73.6	215.2				58.0		11.6
LOS	F	A			E	F				E		B
95th Queue (m)	#183	m6			#163	#483				#224		45
Intersection Delay						126.2	Intersection LOS					F
Option 3 (Fox Drive Access Only) -Signalized (120s cycle, NB, SB, EB, and WB L Phases)												
Geometry	L/T/T/R			L/T/T/R			L/T/R			L/L/T/R		
Volume (vph)	304	246	431	257	652	2532	593	311	248	1410	229	210
v/c	1.02	0.39	0.70	0.61	1.00	1.43	0.91	1.00	0.58	1.06	0.55	0.37
Delay (s)	84.3	39.8	22.3	36.1	85.4	210.0	41.5	102.0	15.6	74.5	46.6	7.0
LOS	F	D	C	D	F	F	D	F	B	E	D	A
95th Queue (m)	#122	42	67	71	#121	#474	#163	#138	35	#219	77	20
Intersection Delay						110.4	Intersection LOS					F

As shown in Table 5-2, the southbound left turn is anticipated to be over capacity under all three access options evaluated. While the v/c ratio is estimated to be 1.25 under both Access Options 1 and 2, the actual capacity predicted for the southbound left turn under Access Option 2 is actually greater, at approximately 2015 vph as compared to approximately 1,795 vph under Access Option 1. As well, Option 2 is anticipated to have one additional movement operating at capacity in the AM peak hour, as opposed

to two additional movements operating significantly over capacity as shown for Option 1. Based on a review of v/c ratios and delays it is anticipated that Option 2 would operate at higher levels of service overall than Option 1 in the AM peak hour. Option 3 is similar to Option 1, but with higher overall volumes; therefore, it is considered to be the least effective access option in the AM peak hour from the perspective of the Belgravia Road/Fox Drive intersection operations.

As shown in Table 5-3, the westbound right turn is anticipated to be over capacity under all three access options analyzed. Although the westbound right turn is projected to be over capacity in the PM peak hour in 2041, the movement currently operates under free flow conditions, and no improvements have been identified.

Overall, in the PM peak hour under Access Option 1, the remaining intersection movements at the Belgravia Road/Fox Drive intersection (other than the westbound right turn) are anticipated to operate at or below capacity. In the PM peak hour, the Belgravia Road/Fox Drive intersection is anticipated to operate with two movements at or near capacity, and one movement, the eastbound left turn, operating over capacity by approximately 10% under Access Option 2. While the Belgravia Road/Fox Drive intersection is anticipated to accommodate a greater range of movements at or below capacity in the PM peak hour under Access Option 1, Option 2 could be considered a viable option in the PM peak hour based on the magnitude of traffic potentially impacted by capacity constraints. The projected v/c ratio of 1.10 means that the movement is projected to be over capacity by approximately 40 to 50 eastbound left turns.

Similar to the AM peak hour, Access Option 3 is anticipated to have higher overall volumes at the Belgravia Road/Fox Drive intersection as compared to Access Option 1. Although Access Option 1 is anticipated to operate below capacity for the majority of movements, the additional volume under Access Option 3 results in a number of additional movements being projected to operate at or above capacity. Therefore, Access Option 3 is not anticipated to be an effective access option for the development of the South Campus lands and has not been included in the remaining assessments.

Based on the assessments completed, the analysis of the Belgravia Road/Fox Drive intersection was revised assuming the westbound left turn is relocated to a new signal at the Belgravia Road/116 Street intersection. As the eastbound through and westbound left turn movements are the two movements projected to be over capacity in the AM peak hour under Access Option 1, removing the westbound left turn from the intersection would allow the eastbound through movement to operate below capacity.

Table 5-4 summarizes the results of the revised analysis in the AM and PM peak hours.

Table 5-4: Belgravia Road and Fox Drive 2041 Total Traffic Scenarios Revised Intersection Geometry

	EB (122 Street)			WB (Belgravia Rd)		NB (U of A Access)			SB (Fox Dr)		
Movement	L	T	R	T	R	L	T	R	L	T	R
AM Peak Hour Option 1A (WB Left Banned) -Signalized (120s cycle, SB, and EB L Phases)											
Geometry	L/T/T/R			T/T/R		L/T/R			L/L/T/R		
Volume (vph)	233	855	22	220	1185	2	74	125	2243	645	332
v/c	0.80	0.88	0.05	0.37	0.67	0.02	0.34	0.67	1.16	0.58	0.29
Delay (s)	41.4	34.9	8.2	46.8	1.9	47.5	53.1	65.8	98.3	15.1	1.5
LOS	D	C	A	D	A	D	D	E	F	B	A
95 th Queue (m)	#71	#130	m2	37	0	3	33	#55	#332	120	10
Intersection Delay					49.7	Intersection LOS					D
PM Peak Hour Option 1A (WB Left Banned) -Signalized (120s cycle, SB, and EB L Phases)											
Geometry	L/T/T/R			T/T/R		L/T/R			L/L/T/R		
Volume (vph)	303	247	2	652	2532	53	237	248	1410	177	210
v/c	0.97	0.19	0.00	1.00	1.43	0.33	0.95	0.65	0.99	0.18	0.20
Delay (s)	73.0	22.6	15.5	85.4	210.0	53.3	97.7	19.5	53.5	14.3	2.2
LOS	E	C	B	F	F	D	F	B	D	B	A
95 th Queue (m)	#118	37	m1	#121	#474	26	#110	38	#207	34	11
Intersection Delay					119.3	Intersection LOS					F

As shown in Table 5-4, the majority of the movements at the Belgravia Road/Fox Drive intersection are anticipated to operate below capacity in the AM peak hour assuming the westbound left turn is banned at the intersection. In the PM Peak hour, banning the westbound left turn did not have a significant impact on the intersection operations.

Although banning the westbound left turn in the PM peak hour didn't have a significant impact on the overall intersection operations, the analysis showed that the majority of the movements are estimated to operate at or below capacity in the PM peak hour, and therefore, Option 1 is anticipated to continue to be the most efficient access option in the PM peak hour.

Based on the revised analysis completed for the Belgravia Road/Fox Drive intersection, a signalized left in was considered for the Belgravia Road/116 Street intersection.

5.2.2 Belgravia Road and 116 Street

The Belgravia Road/116 Street intersection was initially assumed to be downgraded to a right in/right out access. Based on the assessment completed for the Belgravia Road/Fox Drive intersection, an analysis was completed assuming the Belgravia Road/116 Street intersection operates as a signalized right in/right out/left in access. A signal was assumed to address concerns regarding sight lines for the eastbound left turn. A full signalized all-directional access was not considered as this would also require signaling the high volume westbound through movement in the PM peak hour. **Table 5-5** summarizes the results of the signalized intersection assessment.

Table 5-5: Belgravia Road and 116 Street 2041 Total Traffic Scenario

	EB (Belgravia Rd)		WB (Belgravia Rd)		NB (116 St)	
Movement	T	R	L	T	R	
AM Peak Hour Option 1A (WB Left at 116 St) -Signalized (120s cycle)						
Geometry	T/T/TR		L/T/T		R	
Volume (vph)	3123	100	232	1405	0	0
v/c	0.88		0.63	0.39	-	
Delay (s)	10.7		51.9	0.3	-	
LOS	B		D	A	-	
95 th Queue (m)	m107		81	0	-	
Intersection Delay			9.7	Intersection LOS		A
PM Peak Hour Option 1A (WB Left at 116 St) -Signalized (120s cycle)						
Geometry	T/T/TR		L/T/T		R	
Volume (vph)	1880	25	257	3441	0	
v/c	0.48		0.60	0.95	-	
Delay (s)	1.1		20.7	7.8	-	
LOS	A		C	A	-	
95 th Queue (m)	m7		47	0	-	
Intersection Delay			6.1	Intersection LOS		A

As shown in Table 5-5, a westbound left turn could be accommodated at the Belgravia Road/116 Street intersection assuming the intersection is signalized. The westbound through movement in the PM peak hour shows a v/c ratio of 0.95. As the westbound through movement was assumed to be free flow through the intersection, the analysis indicates that the movement is approaching capacity under a two lane section.

5.2.3 63 Avenue and 122 Street

The 63 Avenue/122 Street intersection is currently developed as a signalized T-intersection providing access to the Grandview Heights neighbourhood. As shown in **Table 5-6**, the 63 Avenue/122 Street intersection is anticipated to be operating well in the AM and PM peak hours based on the 2008 traffic volumes and signal timings.

Table 5-6: 63 Avenue and 122 Street 2008 Existing AM and PM Peak Hours

	EB (63 Ave)		NB (122 St)		SB (122 ST)	
Movement	L	R	L	T	T	R
2008 AM Peak Hour – Signalized (70s cycle)						
Geometry	L/R		L/T/T		T/TR	
Volume (vph)	134	108	56	751	203	52
v/c	0.30	0.24	0.09	0.36	0.13	
Delay (s)	19.9	5.5	7.9	8.5	5.8	
LOS	B	A	A	A	A	
95 th Queue (m)	25	10	9	39	12	
Intersection Delay			8.9	Intersection LOS		A
2008 PM Peak Hour – Signalized (70s cycle)						
Geometry	L/R		L/T/T		T/TR	
Volume (vph)	72	51	42	376	573	67
v/c	0.11	0.09	0.12	0.21	0.36	
Delay (s)	16.1	5.6	10.8	10.4	11.2	
LOS	B	A	B	B	B	
95 th Queue (m)	15	7	8	21	35	
Intersection Delay			11.0	Intersection LOS		B

Under access Options 1 and 2, the intersection would be expanded to include the east intersection approach and could include the following geometry:

- **West Approach (63 Avenue)** – one left turn bay, one through/right lane
- **East Approach (U of A Access)** – one left turn bay, one left/through/right lane
- **South Approach (122 Street)** – one left turn bay, two through lanes, one right turn bay
- **North Approach (122 Street)** – one left turn bay, one through lane, one shared through/right lane

The above cross section for the east approach represents an assumed cross-section for the completion of the analysis. It is anticipated that the ultimate cross section for the east intersection leg will be confirmed in conjunction with the development of parkade plans for the northeast parkade. **Tables 5-7 and 5-8** summarize the results of the analysis for the 63 Avenue/122 Street intersection for Access Options 1 through 3 in the AM and PM peak hour respectively.

Table 5-7: 63 Avenue and 122 Street - AM Peak Hour

	EB (63 Ave)			WB (U of A Access)			NB (122 St)			SB (122 St)			
Movement	L	T	R	L	T	R	L	T	R	L	T	R	
Option 1 (Fox Drive and 63 Ave Accesses) -Signalized (120s cycle)													
Geometry	L/TR			L/LTR			L/T/T/R			L/T/TR			
Volume (vph)	90	0	10	110	0	0	0	1020	527	0	484	70	
v/c	0.41	0.02		0.24	0.25		-	0.38	0.43	-	0.21		
Delay (s)	50.9	0.0		46.3	46.7		-	0.6	1.3	-	3.4		
LOS	D	A		D	D		-	A	A	-	A		
95 th Queue (m)	38	0		25	26		-	3	m0	-	18		
Intersection Delay						5.6	Intersection LOS						A
Option 2 (63 Ave Access Only) - Signalized (120s cycle, SB L Phase)													
Geometry	L/TR			L/LTR			L/T/T/R			L/T/TR			
Volume (vph)	90	0	10	116	0	68	0	1020	610	520	484	70	
v/c	0.42	0.02		0.42	0.30		-	0.71	0.72	0.83	0.21		
Delay (s)	51.5	0.0		50.9	17.7		-	6.0	11.8	26.0	2.0		
LOS	D	A		D	B		-	A	B	C	A		
95 th Queue (m)	38	0		39	21		-	m35	m13	m#147	m8		
Intersection Delay						13.0	Intersection LOS						B

Table 5-8: 63 Avenue and 122 Street - PM Peak Hour

	EB (63 Ave)			WB (U of A Access)			NB (122 St)			SB (122 St)		
Movement	L	T	R	L	T	R	L	T	R	L	T	R
Option 1 (Fox Drive and 63 Ave Accesses) -Signalized (120s cycle)												
Geometry	L/TR			L/LTR			L/T/T/R			L/T/TR		
Volume (vph)	90	0	0	614	0	0	0	462	481	0	815	90
v/c	0.32	-	-	0.61	0.64	-	0.24	0.47	-	-	0.47	-
Delay (s)	30.9	-	-	37.1	38.8	-	4.2	3.8	-	-	6.9	-
LOS	C	-	-	D	D	-	A	A	-	-	A	-
95th Queue (m)	31	-	-	94	101	-	12	29	-	-	m18	-
Intersection Delay						14.1	Intersection LOS					B
Option 2 (63 Ave Access Only) – Signalized (120s cycle, SB L Phase)												
Geometry	L/TR			L/LTR			L/T/T/R			L/T/TR		
Volume (vph)	90	0	0	688	0	153	0	462	533	369	815	90
v/c	0.38	-	-	0.78	0.77	-	0.44	0.66	0.73	0.73	0.50	-
Delay (s)	31.0	-	-	42.9	39.7	-	31.6	17.8	9.9	9.9	4.1	-
LOS	C	-	-	D	D	-	C	B	A	A	A	-
95th Queue (m)	31	-	-	#139	133	-	67	89	m9	m9	m9	-
Intersection Delay						21.6	Intersection LOS					C

As shown in Tables 5-7 and 5-8, the potential access at 63 Avenue and 122 Street is anticipated to operate well in the AM and PM Peak hours under either access Option 1 or access Option 2. The addition of the fourth intersection leg is anticipated to result in longer delays for eastbound traffic exiting the Grandview Heights neighbourhood as compared to existing conditions; however, there continues to be sufficient capacity for eastbound movements at the intersection.

Based on the assessments completed, the 62 Avenue/122 Street intersection is anticipated to operate at acceptable levels of services as an access point to the north sector of the South Campus.

As noted previously, the 2041 background traffic volumes assumed limited residential and employment development on the U of A West 240 lands. It is anticipated that full development of the West 240 lands will result in significantly higher residential and employment activity. Additional development within the U of A West 240 lands would increase demands on 122 Street, which could further impact the operations of the sidestreets. It is anticipated that a full TIA will be completed once a development concept has been prepared for the U of A West 240 lands to confirm the transportation requirements for the area.

5.2.4 Intersection Analysis Summary

Under both options where 63 Avenue is extended into the U of A South Campus lands, the assessment indicated that the 63 Avenue/122 Street intersection could accommodate the projected site generated traffic at acceptable levels of service based on the estimated 2041 traffic volumes and assumed traffic control and intersection geometry. As well, it should be noted that the sidestreet geometry assumed for the east intersection leg (U of A Access) was the same for the analyses of Options 1 and 2. Therefore, 63 Avenue is anticipated to provide an excellent opportunity for access into the U of A South Campus.

The operational analyses completed for the Belgravia Road/Fox Drive intersection are less definitive. In the AM peak hour, Access Option 2, which does not include the extension of Fox Drive into the South Campus, is anticipated to operate at higher levels of service than if the extension is provided. However, in the PM peak hour, the Belgravia Road/Fox Drive intersection is anticipated to operate slightly better with the Fox Drive extension than without.

A revised access scenario, including a signalized westbound left turn at the intersection of Belgravia Road and 116 Street and banning the westbound left turn at the Belgravia Road/Fox Drive intersection was also analyzed. Based on the assessment completed, the relocation of the westbound left turn from Fox Drive to 116 Street is anticipated to allow the majority of the movements at the Belgravia Road/Fox Drive intersection to operate at acceptable levels of service in the AM peak hour. As well, the projected v/c ratio for the southbound left turn in the AM peak hour decreased from 1.25 to 1.16 under the revised geometry. A review of the Belgravia Road/116 Street intersection with a signalized westbound left turn indicated that the intersection could operate at acceptable levels of service during peak hours.

Based on the assessment completed, Access Option 1, with the relocation of the westbound left turn from Fox Drive to 116 Street is anticipated to be the most effective option when considering the operations of the key access points, and the impacts on the adjacent roadway network and traffic conditions. If the relocation of the westbound left turn from Fox Drive to 116 Street is not deemed acceptable, the simplicity of the Belgravia Road/Fox Drive intersection under Access Option 2 is recommended based on the improved operating conditions in the AM peak hour.

5.3 Belgravia Road and Fox Drive Intersection Design

Exhibit 5-1 illustrates a potential design of the Belgravia Road/Fox Drive intersection, including the extension of Fox Drive into the U of A South Campus Lands. The intersection geometry included in Exhibit 5-1 is based on the geometry used in the intersection analyses completed for Options 1 and 3. Based on a review of the existing topography southeast of Belgravia Road, it is anticipated that the Fox Drive extension could be constructed with a maximum grade of 6%.

It should be noted that the development of the fourth leg of the Belgravia Road/Fox Drive intersection assumes that transit movements heading to the South Campus Transit Centre would utilize the new intersection leg both northbound and southbound. While there is currently a third southbound left turn lane dedicated to transit vehicles, the revised configuration shown in Exhibit 5-1 does not include a dedicated transit lane. Therefore, the development of a fourth intersection leg at the Belgravia Road/Fox Drive intersection will remove the existing transit only lane through the intersection, potentially increasing delays for transit at the intersection.

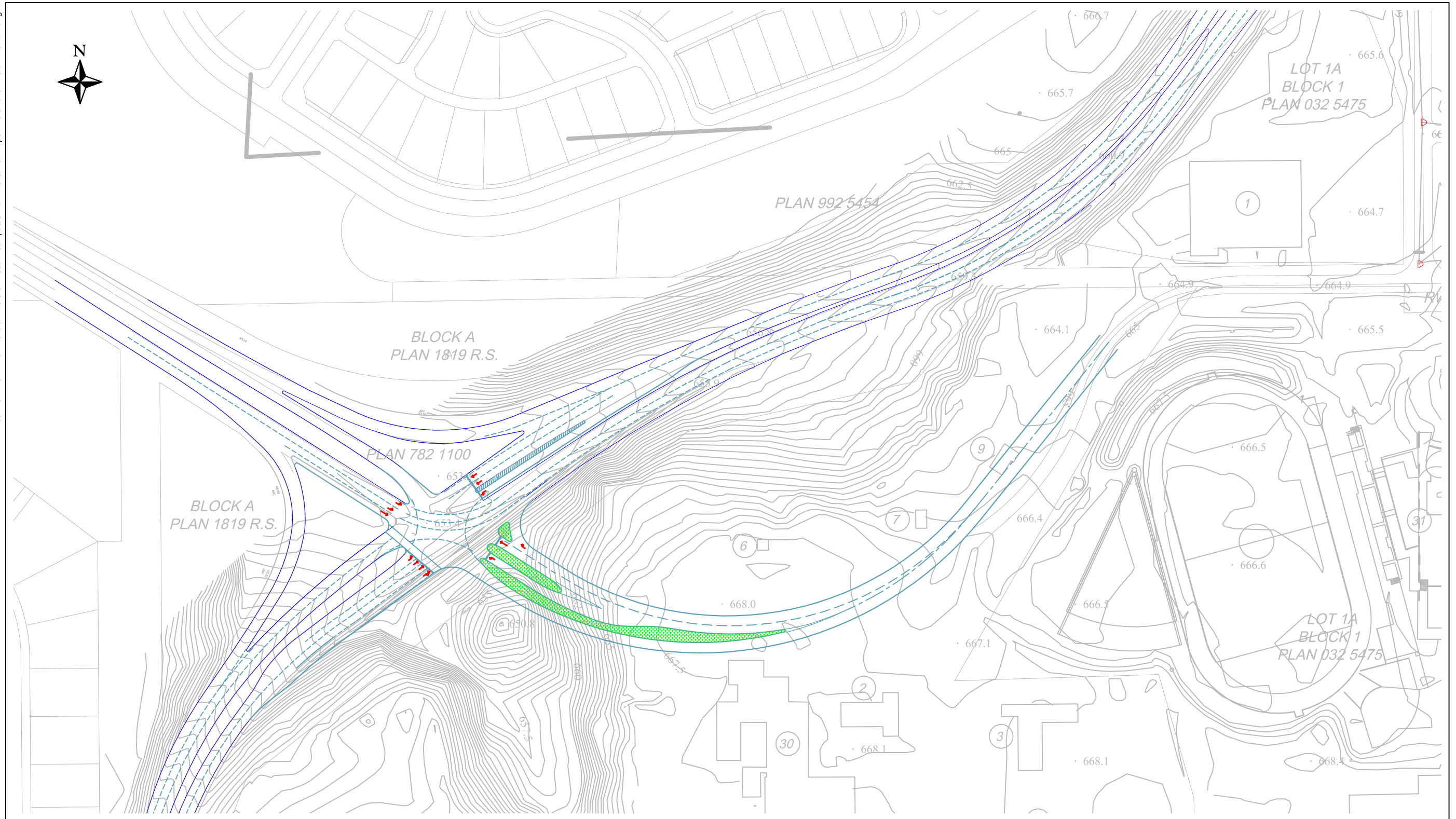


Exhibit 5-1

Belgravia Road and Fox Drive Intersection Potential Geometry Options 1 & 3

Scale 1:2000



6. ANCILLARY CONSIDERATIONS

In documenting the traffic operational impacts associated with the alternative site access scenarios, it is often difficult to include in the assessment non-traffic operational considerations. In the case of the South Campus access management plan, these items should include:

- City of Edmonton transit related benefits;
- Maximizing utilization of available frontage for access;
- Establishing a “front door” for the South Campus
- Land use planning implications;
- Accommodation of high volume traffic movements from parkade facilities after major events; and,
- Back of house truck access to support EXPO 2017.

6.1 Transit Considerations

The development of a new internal connector from the South Campus Transit Centre to 122 Street/ Belgravia Road could result in reduced operating times for a number of transit routes. At the present time there are three transit routes that leave the South Campus Transit Terminal with an enroute destination of 51 Avenue and 122 Street. Based on a review of available transit schedules, the travel time under current operating conditions is in the order of 10 minutes. Based on discussions with Edmonton Transit, travel time savings in the order of 5 to 6 minutes per departure can be realized if transit vehicles could access 122 Street more efficiently.

It is anticipated that these time savings could allow for improved transit service to neighbourhoods west of the South Campus, through the implementation of route extensions, or the incorporation of secondary timing points along the routes. As well, it is anticipated that transit routes that access the South Campus via Fox Drive would be able to enter the campus via the Fox Drive extension.

While the proposed Fox Drive extension could reduce travel times for routes accessing 122 Street, the elimination of the dedicated transit southbound left turn at the Belgravia Road/Fox Drive intersection could negatively impact transit operations utilizing Belgravia Road, that are not accessing the South Campus Transit Centre.

6.2 Maximizing Utilization of Available Frontage

Although the South Campus development area is generally surrounded on three sides by arterial roadways, access into the South Campus area is very restricted from these roadways. Direct access is anticipated to be available from 122 Street as well as from 60 Avenue west of 113 Street, while limited access is available from Belgravia Road (right in/right out access only). Vehicular access is anticipated to continue to be restricted from 113 Street, as no new vehicle access to the South Campus is proposed across the LRT tracks.

Given the limited arterial roadway access opportunities into the South Campus, consideration should be given to maximizing the development of arterial roadway access where operationally and geometrically feasible to provide improved flexibility in accommodating traffic movements and providing for improved traffic distribution.

6.3 Establishing a “front door” for the South Campus.

Given the locational constraints associated with the development of access into the South Campus area, it is difficult to establish a primary access point that would be the “front door” for both University and community recreation land uses. The extension of Fox Drive across Belgravia Road would provide a strategic, easily accessible South Campus address.

6.4 Land Use Planning Considerations

In establishing the framework for the development of a sustainable South Campus, a founding principle is the creation of an integrated transportation system that prioritizes non-vehicular movement and public transportation. Some of the goals that have been established in support of this cornerstone initiative include:

- Development of a significant South Campus student resident population;
- Implementation of TDM initiatives;
- Focusing on an internal pedestrian and cyclist network as opposed to a passenger vehicle network;
- Limiting the extent of the vehicular roadway network to minimize pedestrian/vehicle conflict points on campus;
- Applying minimal roadway cross sections/widths that meet the intended use(s) of the roads;
- Discouraging public vehicle access through the South Campus area by restricting public vehicular access to the periphery of the campus; and,

- Strategically locate major parking facilities, including structured parking, to promote shared use parking opportunities for a variety of South Campus population groups.

Of the aforementioned goals, restricting public vehicle movements through the South Campus area can be more easily accomplished by minimizing internal roadway development. The current land use plans for the South Campus include the development of a significant student residential precinct immediately to the east of 122 Street north of 63 Avenue. Establishing a single public roadway connector that separates the student residence area from academic buildings would not be consistent with current U of A goals.

6.5 Parkade Traffic Accommodation

As mentioned previously, private vehicle auto travel into the South Campus area will continue to be generated. Although the U of A has the ability to better control the use of private auto travel for students, faculty, and staff, the University has little control over private auto travel generated by non-university population groups.

Current development plans for the North Sector of the South Campus includes major community recreation facilities such as the GO Centre, the Twin Ice Arena complex, and a field house. At this time it is known that the GO Centre will include a major spectator event facility, which can accommodate about 2,800 spectators. The Twin Ice Arena could accommodate patron loads in the order of 3,000 to 5,000 people. It is anticipated that for some major events in either the GO Centre or the Twin Ice Arena complex, many of the trips will be completed by private auto.

To accommodate these types of special events from a parking accommodation perspective, the University plans to construct and operate a shared use parking garage in the northwest corner of the site. It will be important to provide appropriate primary and secondary access facilities to and from this parkade to ensure that the internal circulation systems are designed to accommodate the needs of the various user groups and parking profiles, and to ensure that a flexible parkade portal system is implemented.

Considering the size of this parking structure (in the order of 1,150 stalls), it is recommended that at least two points of entry and exit to the parking structure be considered to accommodate peak periods of traffic activity. Providing two access facilities to/from the parking structure will assist in distributing site generated traffic to the adjacent arterial roadway network in an efficient and effective manner. The development of a direct connection between the parking garage and Fox Drive would facilitate the movement of inbound and outbound vehicles from this future parking garage.

6.6 EXPO 2017 Considerations

The South Campus area has been identified as the host site in the City of Edmonton's bid for EXPO 2017. Although detailed plans for EXPO 2017 have not been finalized, there are opportunities for South Campus facilities to be used as EXPO 2017 facilities. Joint use facilities could include the construction and operation of the parkades to accommodate VIP and employee parking activity. The north sector of the South Campus could also be used to accommodate "back of house" activities. Providing a more direct link from the external roadway system into the north sector of the South Campus could facilitate the movement of truck activity and would minimize the need for and intrusion of internal roadways.

7. STUDY CONCLUSIONS AND RECOMMENDATIONS

7.1 Study Overview

The purpose of this technical review was to assist the City of Edmonton and the U of A in better understanding the transportation and traffic characteristics associated with a proposed extension of Fox Drive south of Belgravia Road. The technical assessment included a logical process and methodology for evaluating the traffic and transportation impacts associated with the possible extension of Fox Drive. The feasibility assessment did not restrict itself to the traffic operational aspects associated with the roadway extension, but also included the review of ancillary transportation related considerations.

7.2 Synopsis

The development of traffic and transportation plans for urban campuses, particularly urban campuses which are being planned as sustainable campuses, are undergoing continuous changes prompted by both external roadway infrastructure systems and policy directed requirements.

In developing a preferred site access strategy for the U of A's South Campus area, the number and location of site access portals should be carefully considered. The development of a sustainable South Campus area traffic access plan must take into consideration anticipated user groups (community and University population groups), land use development activity, plans, and characteristics (educational, recreational and office related land use plans) as well as social, institutional, and environmental objectives. This approach will assist in the planning and development of an access management strategy which minimizes traffic operational impacts on the abutting roadway network, mitigates neighbourhood traffic impacts, and improves local transit circulation characteristics. Key objectives in the development of a preferred access management strategy for the north sector of the South Campus lands include:

- Consideration of land use impacts (vehicular and pedestrian accessibility, types of land use development, surrounding development);
- The need to integrate and maximize the utility of public transit; and,
- To consider institutional and environmental needs and requirements.

The development of the Fox Drive extension into the U of A South Campus area represents a promising component of an overall site access management strategy for this mixed use activity area.

7.3 Conclusions

The technical assessment completed identified a number of key capacity constraints at the Belgravia Road/Fox Drive intersection under all scenarios evaluated. These include the southbound left turn from Fox Drive to Belgravia Road in the AM peak hour, and the reverse westbound to northbound right turn in the PM peak hour. These movements are already substantial and are projected to increase based on the model volumes provided by the City of Edmonton.

Based on the technical assessment completed, the recommended access strategy includes accesses at 63 Avenue and 122 Street, Belgravia Road and Fox Drive, and Belgravia Road and 116 Street. An all-directional access is proposed at 63 Avenue and 122 Street. The Belgravia Road/Fox Drive access is proposed to include the extension of Fox Drive into the U of A South Campus lands, allowing for all movements except the westbound to southbound left turn movement from Belgravia Road into the U of A South Campus. It is proposed that the westbound to southbound left turn movement from Belgravia Road would be allowed via a new signal at the Belgravia Road/116 Street access (right in/right out/left in access).

The recommended access strategy was developed based on a review of the technical analysis completed for the various access strategies reviewed, but also takes into consideration the non-technical rationale for the provision of access to the north portion of the South Campus area. The recommended access strategy also addresses the following initiatives.

- minimize travel on the adjacent arterial roadway network by maximizing usage of available frontage;
- improve area wide transit characteristics;
- reduce travel time for some site generated traffic movements;
- create a new strategic address for the South Campus area; and.
- provide additional back of house access for delivery vehicles to support Expo 2017.

7.4 Future Work

It is recommended that the U of A initiate environmental and geotechnical studies to better understand the environmental issues and mitigating solutions associated with the construction and operation of a new roadway corridor (Fox Drive extension) into the South Campus area. It is anticipated that these additional studies will further inform the decision making process regarding the extension of Fox Drive into the U of A South Campus.

APPENDIX A

2041 Traffic Volumes Access Options 2 and 3

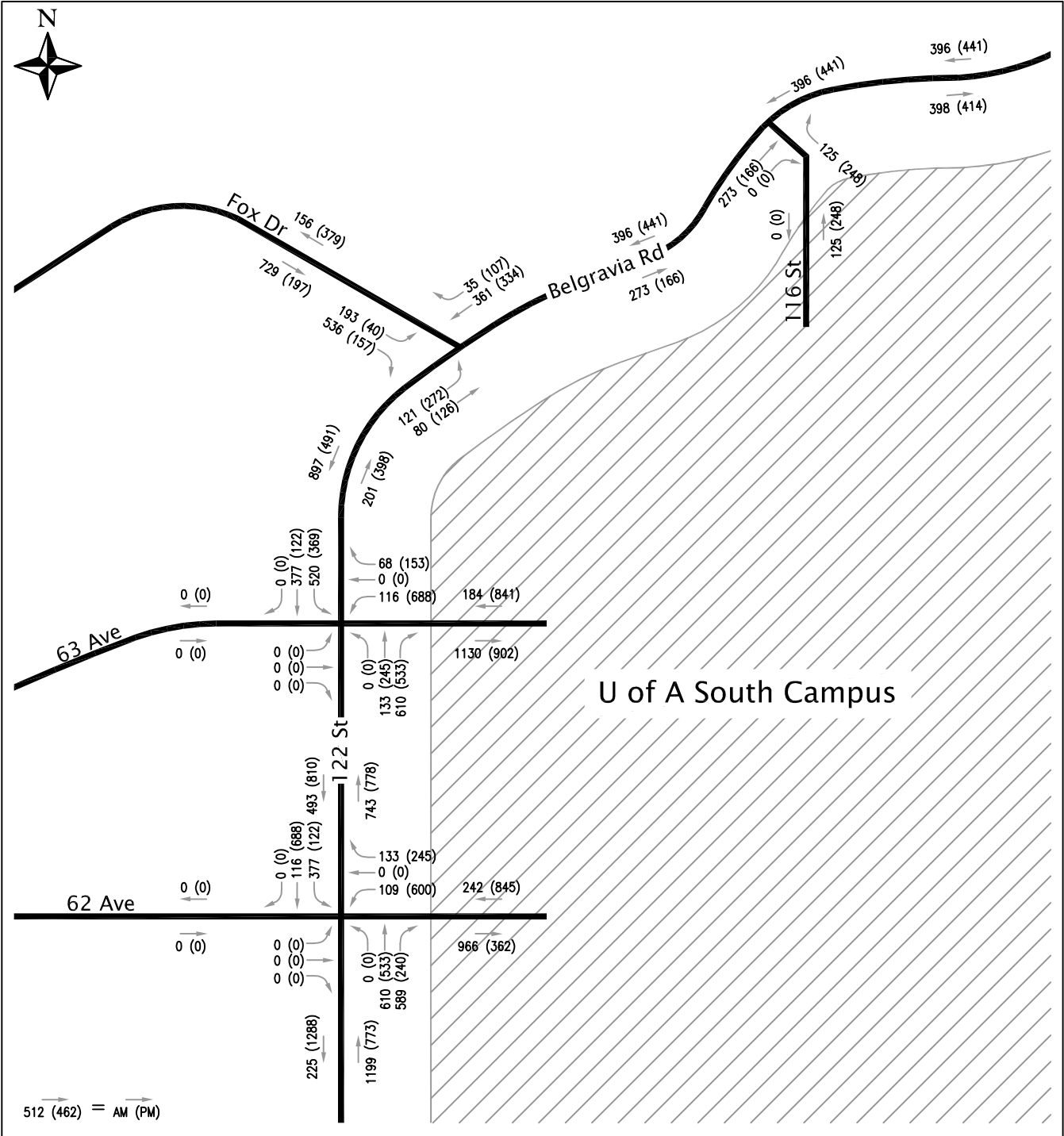


Exhibit A-1

Scale NTS

Site Generated Traffic Volumes (Option 2)
AM (PM) Peak Hour



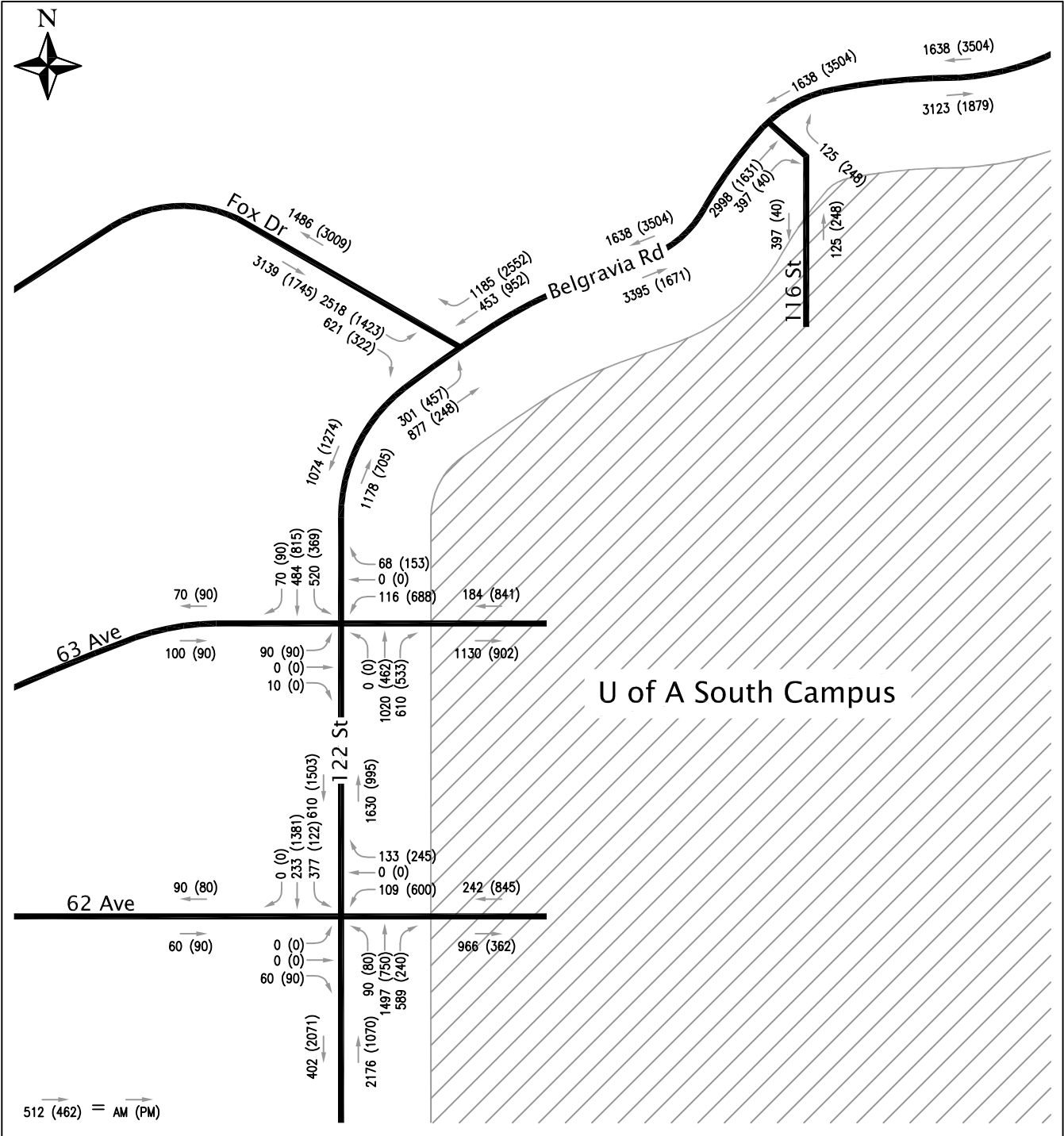


Exhibit A-2

Scale NTS

**2041 Total Traffic Volumes (Option 2)
AM (PM) Peak Hour**



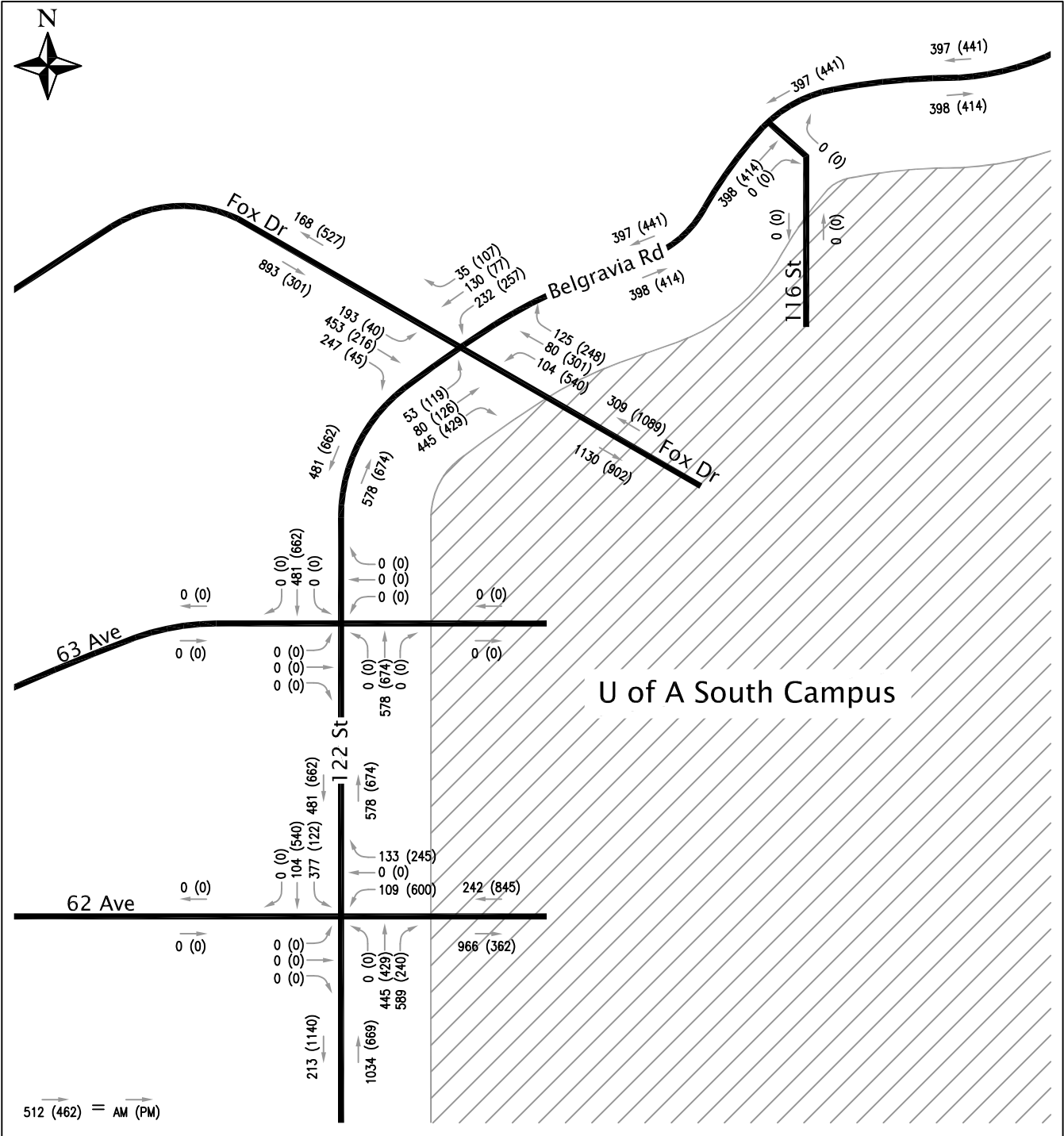


Exhibit A-3

Scale NTS

Site Generated Traffic Volumes (Option 3)
AM (PM) Peak Hour



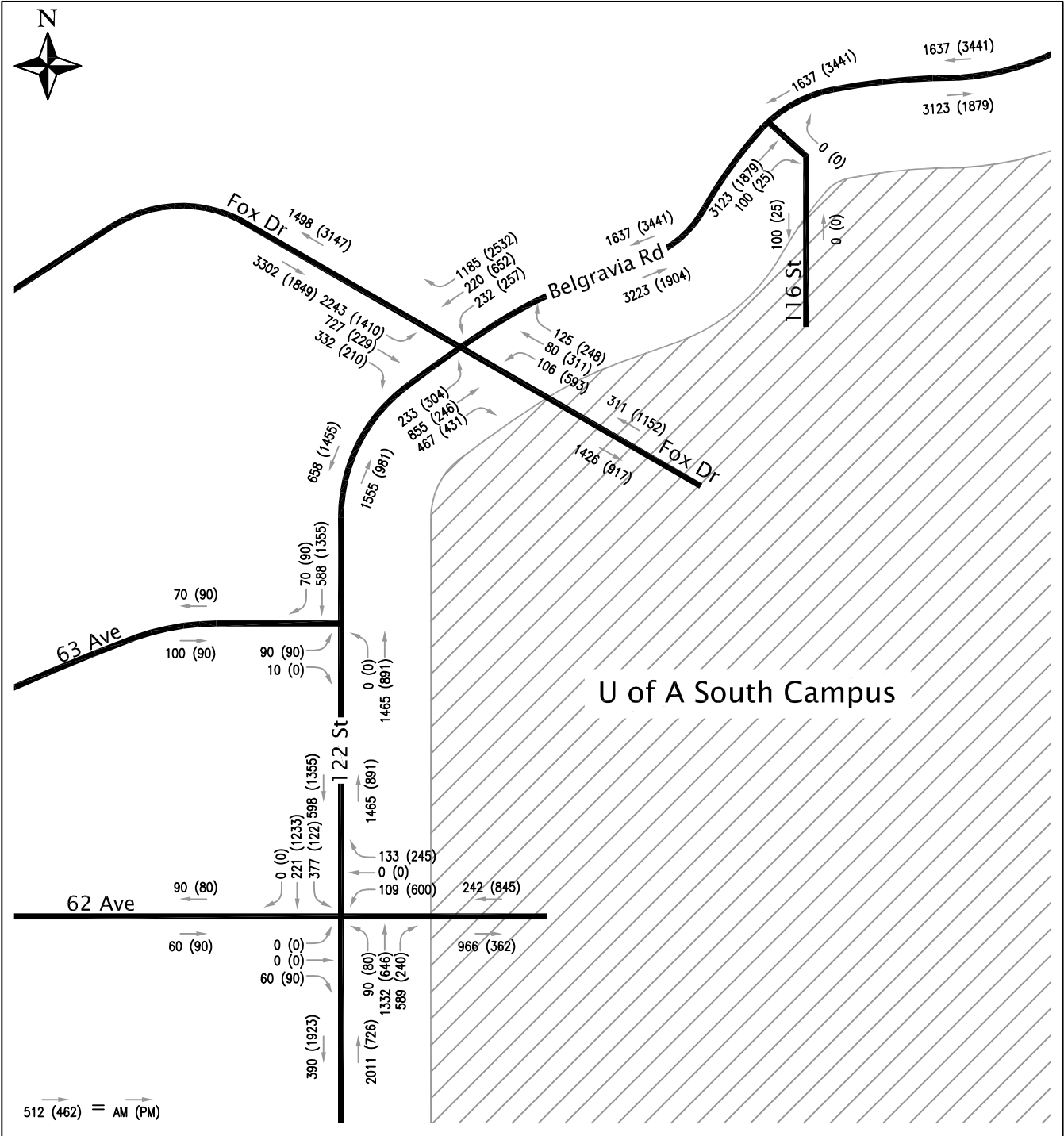


Exhibit A-4

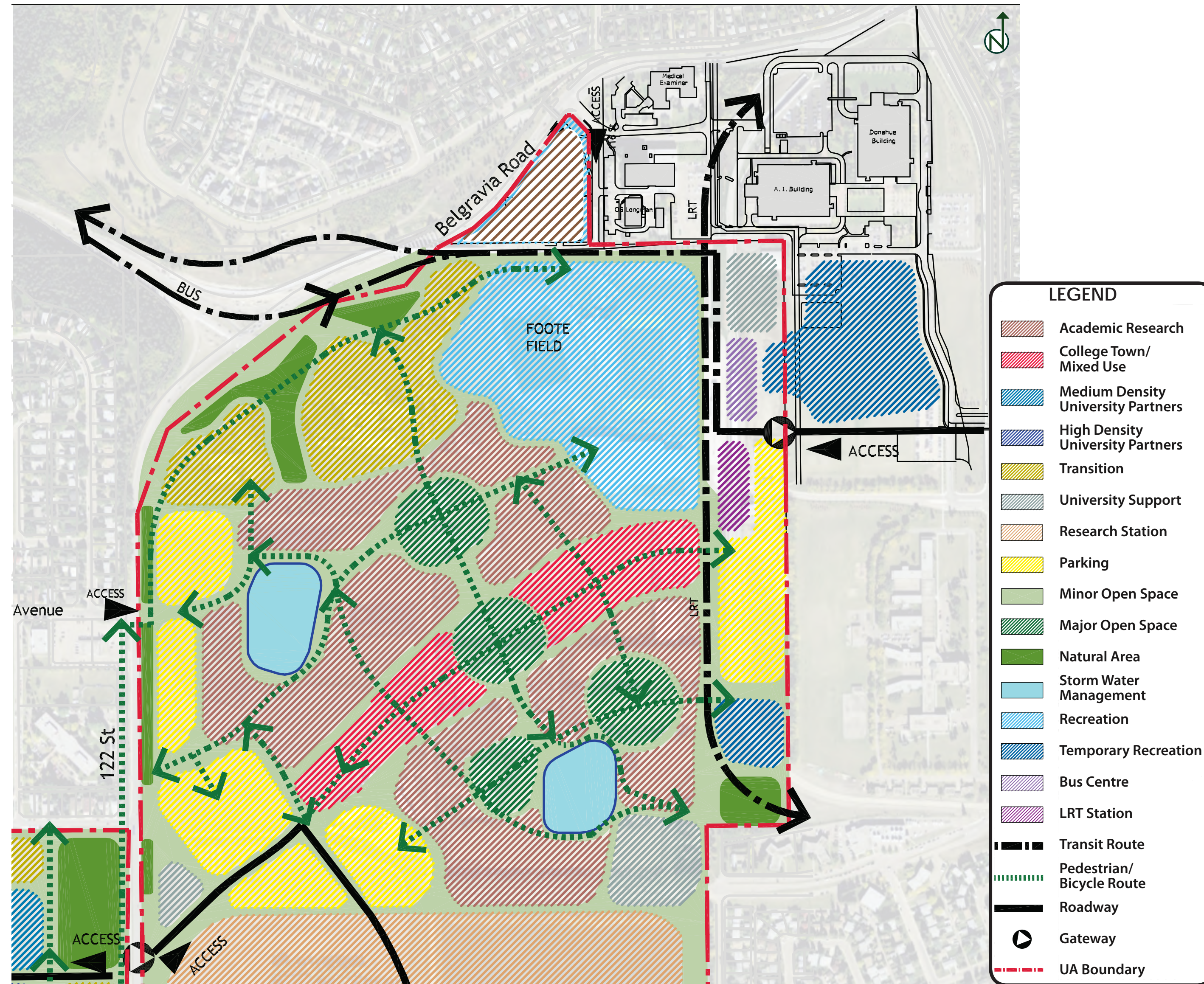
Scale NTS



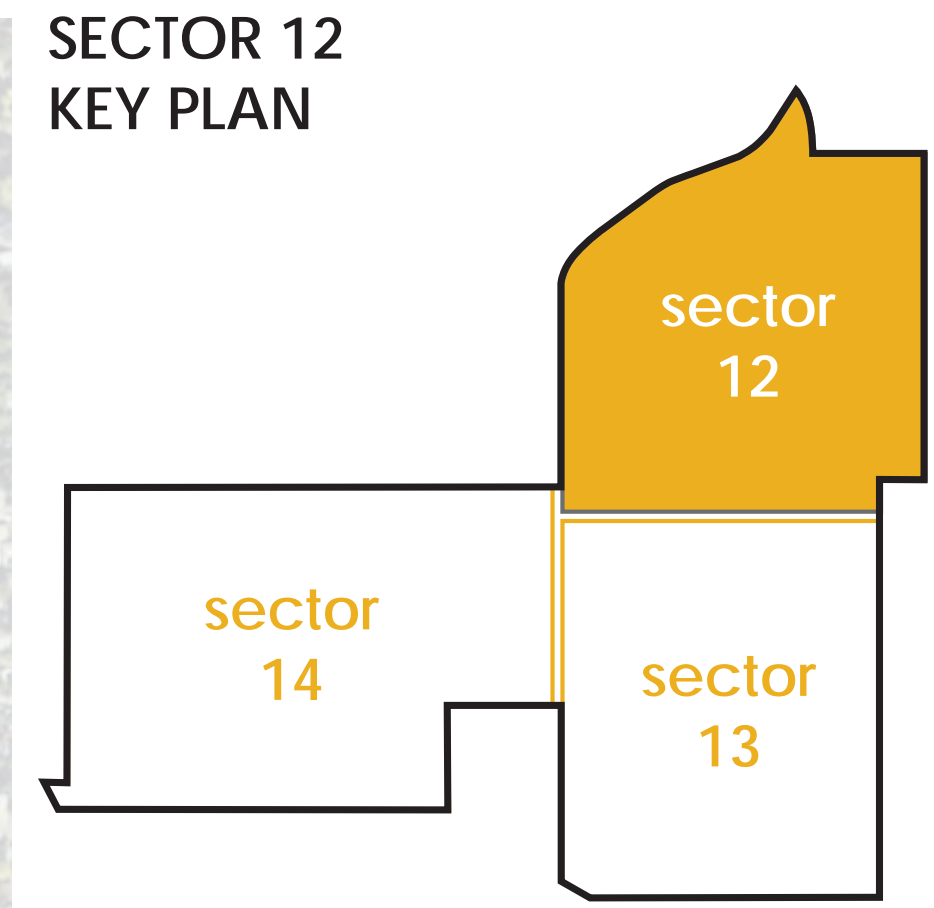
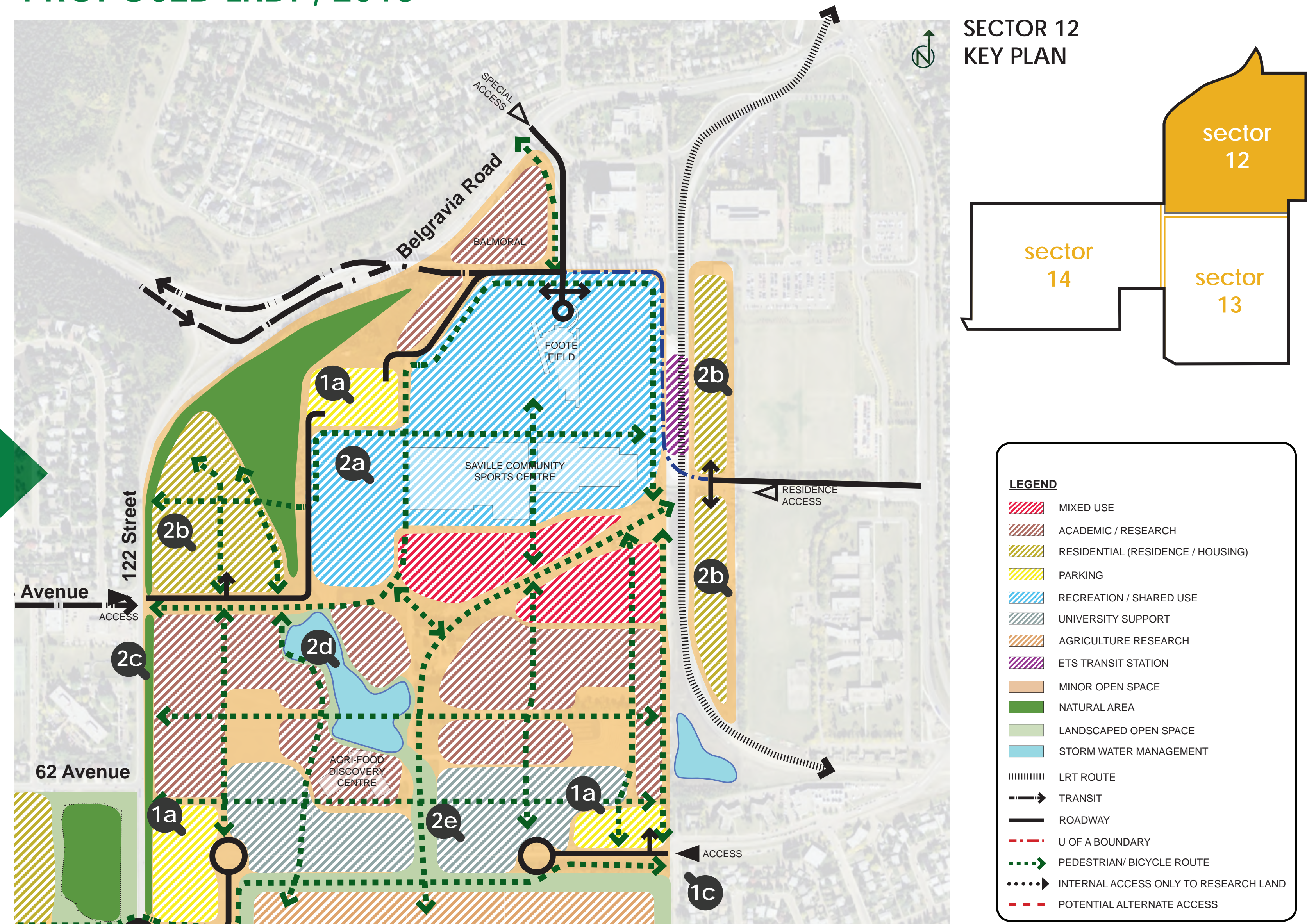
2041 Total Traffic Volumes (Option 3)
AM (PM) Peak Hour

CURRENT LRDP & PROPOSED LRDP: SECTOR 12

APPROVED LRDP, 2002



PROPOSED LRDP, 2013



What Has Been Maintained:

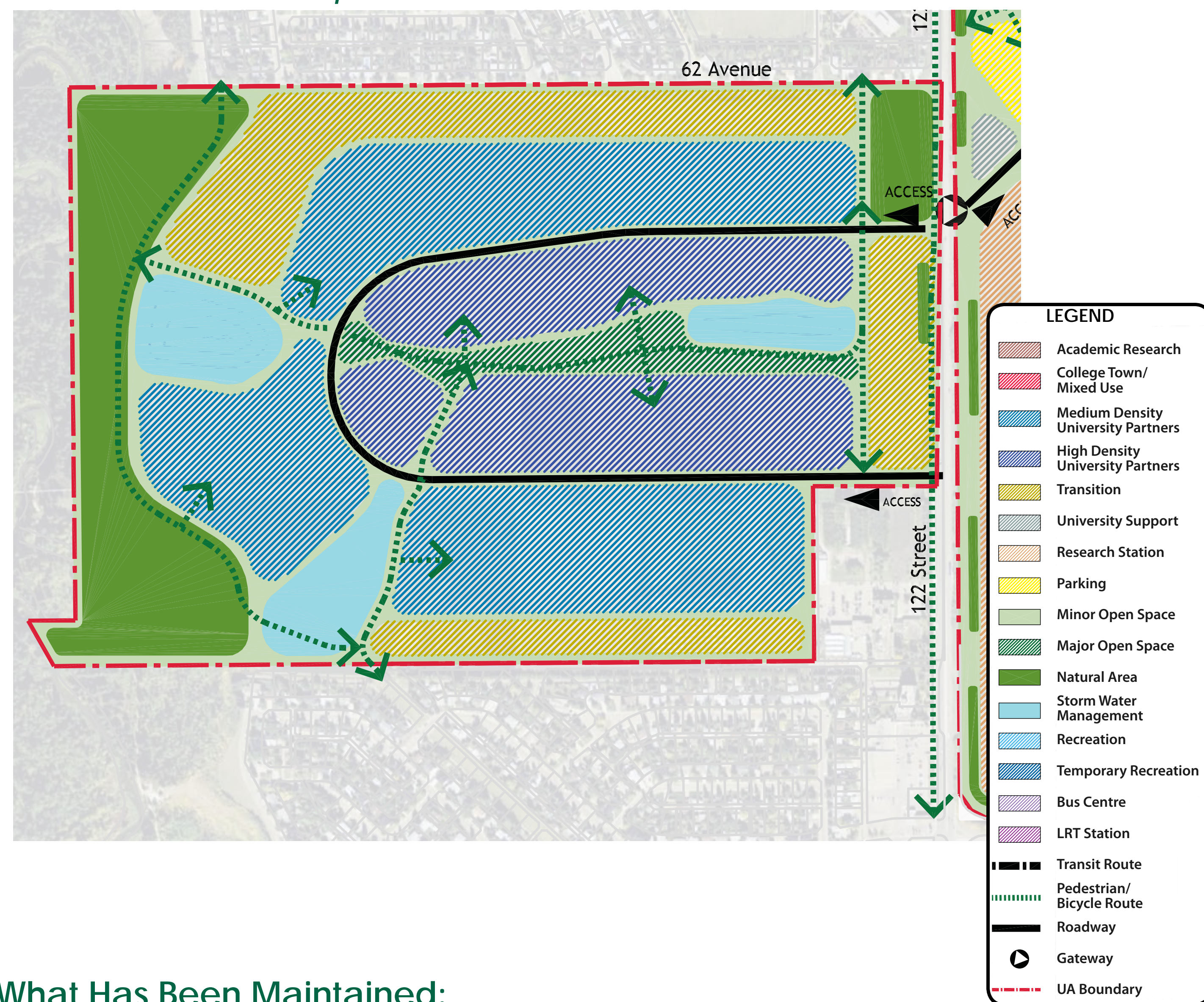
1. Nine Strategic Principles from the 2002 LRDP
2. Population of 15,000 students, plus associated faculty and staff
3. Campus focus on academics and research
4. No public thorough-fare of traffic allowed through Sector 12 or 13, or onto 62 Avenue
5. Sector 13 remains designated as agricultural research

What has changed:

1. **Transportation** developments:
 - a. Removal of large public surface parking lots to three structured parking facilities (parkades) in proximity to the entry points to the campus
 - b. Reduction of the parking ratio from 1 stall/4 students to 1 stall/5 students
 - c. Addition of a public road access on east side of campus at 61 Avenue and 115 Street to access the southeast parking structure
2. **Sector 12** developments:
 - a. Increase in the amount of Recreation/Shared Use area
 - b. Formalization of the Transition area for development of Residences (adjacent to 122 Street) and identification of additional Residence zone east of the LRT
 - c. Formalization of the Open Space zone along the east side of 122 Street
 - d. Relocation of the Storm Water Management pond, to be fully developed as an integrated constructed wetland and bio-swale system
 - e. Relocation of the University Support area (utilities) to the interior of campus

CURRENT LRDP & PROPOSED LRDP: SECTOR 14

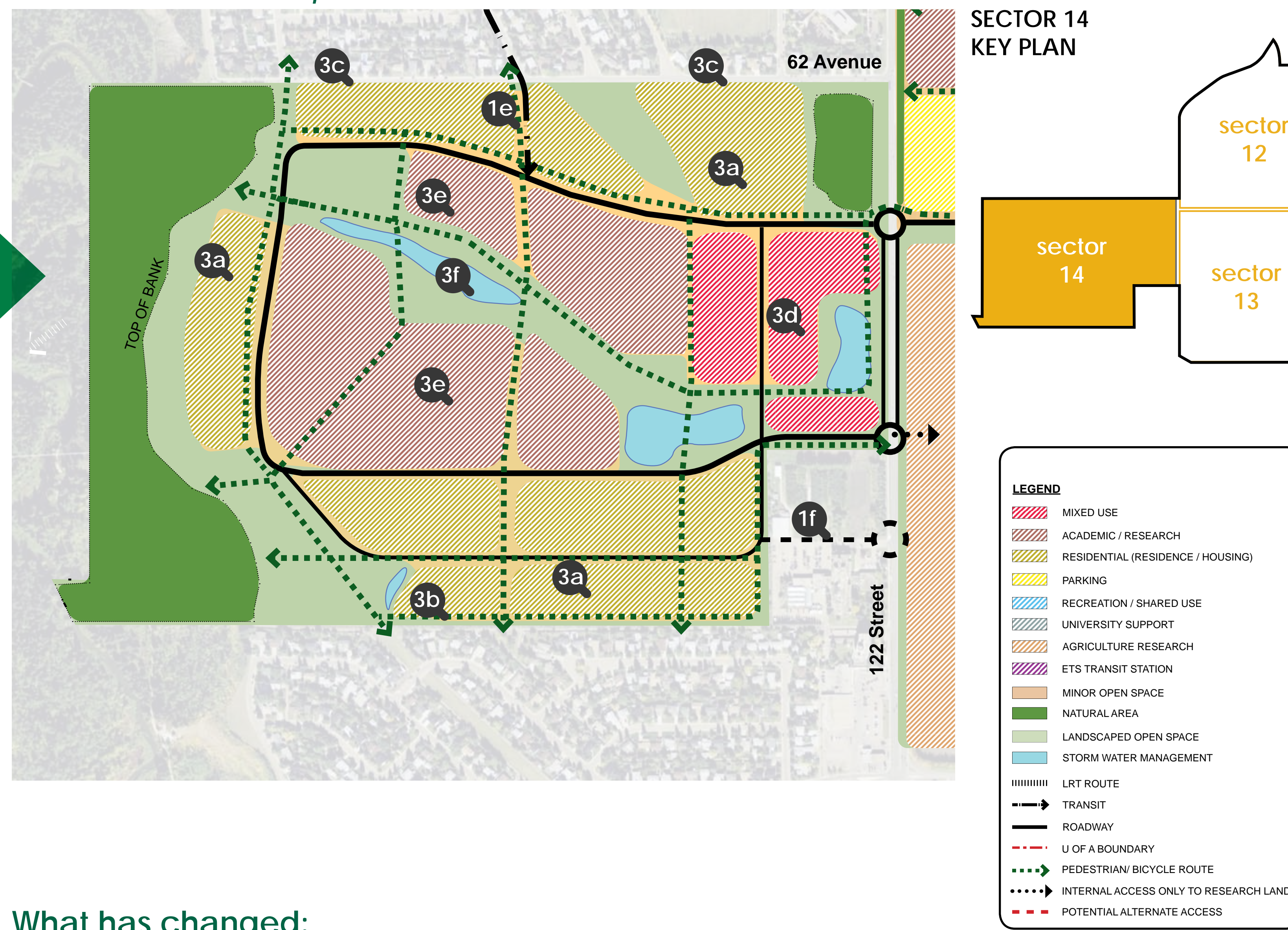
APPROVED LRDP, 2002



What Has Been Maintained:

1. Nine Strategic Principles from the 2002 LRDP
2. Population of 15,000 students, plus associated faculty and staff
3. Campus focus on academics and research
4. No public thorough-fare of traffic allowed onto 62 Avenue

PROPOSED LRDP, 2013



What has changed:

1. **Transportation** developments:
 - e. Provision of transit/emergency vehicle-only access to Grandview Heights neighbourhood
 - f. Proposal of an alternative access location. This concept requires further discussion with the Federal Government
3. **Sector 14** developments:
 - a. Expansion of Transition zones and its formalization as Residential development
 - b. Addition of a Landscaped Open Space zone with a multi-use trail and plantings on the southern boundary with the Lansdowne neighbourhood (north of the existing alley)
 - c. Addition of street-facing low density Residential development on the northern boundary with the Grandview Heights neighbourhood (south of 62 Avenue)
 - d. Addition of a Mixed Use development area
 - e. Reduction in the amount of Academic/Research Partnership lands
 - f. Incorporation of an integrated constructed wetland and bioswale system for Storm Water Management

OUTLINE OF ISSUE

Agenda Title: **Students' Union Building: Addition and Renovation - Capital Expenditure Authorization Request**

Motion: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, approve a capital expenditure of Thirteen Million Four Hundred Thousand dollars (\$13,400,000) in Canadian funds for the total project cost for the construction of the Students' Union Building – Addition and Renovation project.

Item

Action Requested	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Recommendation <input type="checkbox"/> Discussion/Advice <input type="checkbox"/> Information
Proposed by	Don Hickey, Vice-President, Facilities and Operations
Presenter	Don Hickey, Vice-President, Facilities and Operations
Subject	Students' Union Building – Addition and Renovation – Capital Expenditure Authorization Request

Details

Responsibility	Facilities and Operations
The Purpose of the Proposal is (please be specific)	To obtain Board of Governors approval for the expenditure of \$13,400,000.00 to allow for the construction of the Students' Union Building (SUB) - Addition and Renovation.
The Impact of the Proposal is	<p>The SUB - Addition and Renovation project will improve the variety and quality of engagement programming on campus, through the provision of improved student service, student group, and student social/study/relaxation spaces. It will also enhance both the economic and practical viability of space in SUB and improve the efficiency of space allocation within the facility. This project also contributes to reductions in long-term maintenance program for the building.</p> <p>The project entails the creation of an atrium and plaza on the south face of SUB, extensive renovations to the Lower Level, and renovations to the third, fourth, and sixth floors.</p> <p>Alberta Capital Finance Authority (ACFA) borrowing is supported through additional student fees, approved by referendum in March 2012, that will be collected upon substantial completion of the project, as well as additional funding of up to \$360,000.00 annually, as identified within the Students' Union's operating budget.</p>
Replaces/Revises (e.g., policies, resolutions)	N/A
Timeline/Implementation Date	The project is anticipated to commence construction in September 2013, with an anticipated completion date of August 2014, pending approval of borrowing and an executed Order in Council.
Estimated Cost	Total project cost is estimated at \$13,400,000.
Sources of Funding	<p style="text-align: right;">TOTAL PROJECT FUNDING SOURCES</p> <p style="text-align: right;">Donations and one-time Students' Union funding --- \$400,000</p> <p style="text-align: right;">ACFA Borrowing --- \$13,000,000</p> <p style="text-align: right;">Total \$13,400,000</p>
Notes	A Memorandum of Understanding (MOU) regarding amendments to the SUB Building Lease Agreement and Students' Union and student fee financing of the project is being finalized between the Governors of the

Item No. 4.8

	<p>University of Alberta and the Students' Union.</p> <p>Potential access to Energy Management Program (EMP) funding is being explored to determine if certain aspects of the program would fit within the EMP (i.e.: premium for triple glazing).</p>
--	--

Alignment/Compliance

Alignment with Guiding Documents	<p><i>Dare to Discover, Academic Plan (Dare to Deliver), Long Range Development Plan</i></p>
Compliance with Legislation, Policy and/or Procedure Relevant to the Proposal (please <u>quote</u> legislation and include identifying section numbers)	<p>The Post-Secondary Learning Act (PSLA) states:</p> <p><i>26 (1) Subject to the authority of the board, a general faculties council is responsible for the academic affairs of the university and, without restricting the generality of the foregoing, has the authority to:</i></p> <p style="padding-left: 40px;"><i>o) make recommendations to the board with respect to affiliation with other institutions, academic planning, campus planning, a building program, the budget, the regulation of residences and dining halls, procedures in respect of appointments, promotions, salaries, tenure and dismissals, and any other matters considered by the general faculties council to be of interest to the university;</i></p> <p>Board Finance and Property Committee, Sections 3 and 4 state:</p> <p>3. <u>MANDATE OF THE COMMITTEE</u></p> <p><i>Except as provided in paragraph 4 and in the Board's General Committee Terms of Reference, the Committee shall monitor, evaluate, advise and make decisions on behalf of the Board with respect to all strategic and significant financial and property matters and policies of the University. The Committee shall also consider any other matter delegated to the Committee by the Board.</i></p> <p><i>Without limiting the generality of the foregoing, the Committee shall: ...</i></p> <p><i>g) review and recommend to the Board original Capital Expenditure Authorization Requests or individual Supplemental CEARs greater than \$7 million or aggregate total CEAR and Supplemental CEARs up to, but not exceeding \$14 million.</i></p> <p>4. <u>LIMITATIONS ON DELEGATION BY THE BOARD</u></p> <p><i>The general delegation of authority by the Board to the Committee shall be limited as set out in this paragraph. Notwithstanding the general delegation of authority to the Committee set out in paragraph 3, the Board shall: ...</i></p> <p><i>(c) approve capital expenditures of more than \$7 million or more or expenditures which, when combined with other expenditures for the same period, would equal more than \$7 million.</i></p>

Routing (Include meeting dates)

Consultative Route (parties who have seen the proposal and in what capacity)	<p>Program and Project Development:</p> <ul style="list-style-type: none"> • Dean of Students • Students' Union • Building stakeholder groups: University Bookstore, CJSR, the Gateway, and the University Chaplains Association. • Facilities and Operations • Finance and Administration: Opportunity Paper
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Item No. 4.8

	<ul style="list-style-type: none"> • President's Executive Committee – Operations: Opportunity Paper (approval) <p>Design</p> <ul style="list-style-type: none"> • Student's Union • Facilities and Operations • General Faculties Council – Facility Development Committee: Schematic and Detail Designs (approval)
Approval Route (Governance) (including meeting dates)	<p>Students' Union – Student Fee Referendum: March 2012</p> <p>General Faculties Council – Facilities Development Committee – Schematic Design (approval): December 20, 2012</p> <p>Students' Council – Detailed Design (approval): March 26, 2013</p> <p>General Faculties Council – Facilities Development Committee – Detailed Design (approval): April 25, 2013</p> <p>President's Executive Committee – Operations – Opportunity Paper (approval): May 9, 2013</p> <p>Board Finance and Property Committee (BFPC) – May 28, 2013 (for recommendation to Board of Governors).</p> <p>Board of Governors (BG) – June 21, 2013 (for approval)</p>
Final Approver	Board of Governors

Attachments:

1. Briefing Note (2 pages)
2. Opportunity Paper (23 pages)

Prepared by:

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Students' Union Building Addition and Renovation Capital Expenditure Authorization Request (CEAR)

Background

The Students' Union Building: Addition and Renovation project encompasses the construction of an atrium and plaza on the south side of the Students' Union Building (SUB). Extensive renovations are planned for the lower level, along with renovations to the 3rd, 4th, and 6th floors.

This project is intended to provide enhanced facilities for student engagement activities, as well as improving the overall functionality and viability of the facility and surrounding open spaces. These goals are designed to contribute to the overall strategic direction of the University, as articulated in *Dare to Discover*.

The Students' Union Building Renovation and Addition project will:

- improve the ability of the facility to meet the strategic needs of both the University and the Students' Union;
- improve accessibility and visibility of student services;
- create a student involvement centre to encourage student involvement in both the University and wider communities;
- provide greater resources and support to student groups;
- provide needed additional social/relaxation/study space to students;
- improve the functioning of SUB as a 'community centre' for campus;
- assist in addressing the long-term maintenance of SUB;
- transform the usability, accessibility, and quality of lower level space in SUB; and,
- further enhance and transform the campus' major east/west pedestrian and activity spine which runs continuously from 110 Street to 116 Street.

Funding for the project will be provided through a student levy that was approved in March 2013 through a student referendum, and an annual contribution from the Students' Union's continuing operations.

Detailed design has just been completed and contract documents are in the process of being developed. Development costs to date have been borne exclusively by the Students' Union and received approval by General Faculties Council – Facility Development Committee on April 25, 2013.

Throughout the design process, the program has been continually matched against the specific needs and feedback of stakeholders and user groups. Approximately 50 meetings with building users, students, and stakeholders have been held, and support for the project is widespread.

Students' Union Building Addition and Renovation Capital Expenditure Authorization Request (CEAR)

The project will create 250 square meters of new interior space, 723 square meters of programmable exterior plaza space, and will renovate 3,665 square meters of interior space.

The total project budget is currently being projected at \$13,400,000.

Issues

A student referendum to support the project through a student fee was passed in March 2012. This fee, plus a contribution from the Students' Union's operating budget of up to \$360,000, will support borrowing up to \$13,000,000. The University and Students' Union are finalizing a Memorandum of Understanding (MOU) to address changes to the existing building agreement and confirm the Students' Union's financial contribution as it relates to both the capital and operational aspects of the Project.

In addition to the fee and the annual operating allocation, the Students' Union will provide additional direct one-time financial support of up to \$400,000. This will be financed through donors and direct allocations from Students' Union building reserves. The Students' Union is working directly with Facilities and Operations to determine if there is an opportunity to leverage funding for qualified project elements through the Energy Management Program (EMP).

The required funding to facilitate the construction of the \$13,400,000 project is provided through the following sources:

- i) \$13,000,000 Fee and SU-operation-supported contribution
- ii) \$400,000 One-time SU and donor contributions.

Recommendation

THAT the Board Finance and Property Committee recommend that the Board of Governors approve a capital expenditure of Thirteen Million Four Hundred Thousand dollars (\$13,400,000) in Canadian funds for the total project cost for the construction of the Students' Union Building – Addition and Renovation project.

Bart Becker
Associate Vice-President
Facilities and Operations
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STUDENTS' UNION BUILDING ADDITION & RENOVATION OPPORTUNITY PAPER

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Project Introduction

PROJECT SUMMARY

The Students' Union Building Addition and Renovation project encompasses the construction of an atrium and plaza on the south side of the Students' Union Building (SUB). Extensive renovations are planned for the lower level, along with renovations to the 3rd, 4th, and 6th floors.

This project is intended to provide enhanced facilities for student engagement activities, as well as improving the overall functionality and viability of the facility. These goals are designed to contribute to the overall strategic direction of the University, as articulated in Dare to Discover.

Funding for the project will be provided through a small student levy and a significant annual contribution from the Students' Union's continuing operations.

ORIGINS AND EVOLUTION OF SUB

2012 marked the 45th anniversary of the Students' Union Building, a building originally conceived as a shared project between the University and the Students' Union. That productive collaboration has continued through to today, and has been a driver of an unprecedented level of cooperation between students and the administration in the provision of student services.

Despite extensive changes to the campus around it, SUB has remained a contemporary and vibrant part of the campus mosaic. It is still the foremost hub of service and social life on campus, a place where old friends can meet and new connections be made.

This continued vibrancy did not occur by accident, but rather as the result of conscious choices made by the University and the Students' Union to maintain and upgrade the building as the needs of the campus evolved. Since 1993, SUB has undergone two renovations and one expansion, which together have resulted in greatly increased usage, the cementing of SUB as a key meeting point for the entire University community, and enhanced service provision through the creation of a 'one-stop' facility for most non-academic student services.

The work done to maintain and enhance SUB has also continued to reflect the originating collaborative spirit behind the building. The Students' Union led the first renovation project, the University the second, and our expansion project was a joint effort. In all of these projects, both the University and the Students' Union have pursued the common cause of creating a great place for students.

HISTORY OF THE PROJECT

Following a General Space Program (GSP) developed in collaboration with the Dean of Students office in 2010, in 2011 the Students' Union commissioned a

feasibility study by Dialog to address what the Students' Union identified as key issues, in the context of its own Strategic Plan, arising from the GSP. Positive reception of that study by both the University and Students' Council led to the initiation of the formal development process in June 2012.

Under the guidance of a Project Steering Committee, with membership from key stakeholder groups (Facilities and Operations, the Dean of Students, and the University Bookstore), the Students' Union undertook an extensive consultation process during the Schematic Design phase, hosting over four dozen stakeholder meetings and several public events. The Facilities Development Committee approved the Schematic Design in December 2012.

Following further consultation with stakeholders, and with substantial review assistance from Facilities and Operations, a Design Development Report was completed in Spring 2013. Students' Council (March 2013) and Facilities Development Committee (April 2103) have both unanimously endorsed this report.

Development costs thus far have been borne by the Students' Union, with the gracious advisory support of stakeholders and, in particular, the University's Facilities and Operations units.

Needs Analysis

THE CRUCIAL ROLE OF STUDENT CENTRES

The heartbeat of the student community is the student centre (or college union, in more traditional parlance). A vibrant campus community requires a strong student community and culture; this, in turn, rests upon that student community having a home of its own:

The union is the community center of the college, serving students, faculty, staff, alumni, and guests. By whatever form or name, a college union is an organization offering a variety of programs, activities, services, and facilities that, when taken together, represent a well-considered plan for the community life of the college.

The union is an integral part of the educational mission of the college.

As the center of the college community life, the union complements the academic experience through an extensive variety of cultural, educational, social, and recreational programs...

The union is a student-centered organization that values participatory decision-making. Through volunteerism, its boards, committees, and student employment, the union offers first-hand experience in citizenship and educates students in leadership, social responsibility, and values.

...[T]he union encourages self-directed activity, giving maximum opportunity for self-realization and for growth in individual social competency and group effectiveness.

The union's goal is the development of persons as well as intellects.

Traditionally considered the "hearthstone" or "living room" of the campus, today's union is the gathering place of the college. The union provides services and conveniences that members of the college community need in their daily lives and creates an environment for getting to know and understand others through formal and informal associations.

The union serves as a unifying force that honors each individual and values diversity. The union fosters a sense of community that cultivates enduring loyalty to the college.

“Role Of The College Union”,

ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL, 1996

The college union idea is about cultivating the growth of the members of our community; we must carefully steward the development and adaptation of the college union to meet our ever-changing environment. We must actively choose to make and maintain a place for the community to come together

outside the classroom. The kind of spaces needed to support the community has evolved over time, and the college union must adapt to that evolution: more space for student services, for student groups (the U of A now has over 450 student groups), and for social and study uses.

The importance of developing the whole person and helping them connect to the campus community has taken on added significance in a more competitive world where rounded graduates are more valued and where long-term alumni support will be an increasingly essential part of the University's core viability.

CAMPUS GROWTH

When SUB was constructed in 1967, the student headcount stood at 19 184. By 2010, that number had doubled, to 38 282.

This growth created increasing space stresses within SUB, a building designed for a much smaller campus population. Initially, the need for increased program and service space was addressed through the repurposing of specific-use leisure space (bowling alley, curling sheets) and the elimination of some unique services that found other homes (art gallery). This did not address, however, the increasing need for more student social/relaxation space; this was addressed by the 2003 infill of the exterior courtyard.

Over the last few years, the demand for more and better-quality space of various types has continued, as evidenced in the 2010 General Space Program. In addition, the Students' Union has also committed itself to a series of strategic initiatives, aligned with the University's own strategic documents, that require a reconsideration of how space is utilized in SUB.

The Students' Union explored and discussed a wide range of potential solutions to these demands and needs with the University, from expansion opportunities to reconfigurations of the existing building. Immediate expansion of the building, the Students' Union's initially-preferred option, was not found to be currently feasible, though it remains a possibility in the longer term.

After determining that expansion would not be possible at this time, the Students' Union turned its attention to what could be done to ameliorate the space issues identified in the General Space Program. This project represents an effort to better address the emerging needs driven by campus growth within the general parameters of the existing building footprint.

ENVIRONMENTAL SCAN

UBC is constructing a brand new student centre at a cost of over \$100 million; the University of Saskatchewan has recently completed a \$29 million expansion to the Place Riel student centre; and the University of Calgary is actively considering a major overhaul of the MacEwan Student Centre, with a possible project scope on par with UBC.

The UBC and USSU projects include multi-million dollar contributions from their respective university administrations, although the majority of costs are being borne by the student associations (via student levy).

Strategic Alignments & Opportunities

ENGAGEMENT

In 2011, the Students' Union approved a new Strategic Plan that laid out the parameters for how it would pursue fulfilling its mission over the following four years. Two of the key themes of the document are enhancing service provision and creating opportunities for engagement.

The Students' Union, in its conduct of business, strives to provide students with an experience of engaged involvement that demonstrates the power of individuals, working together, to promote real change. In this, we directly align with the University's (and Province's) thematic goal of creating better citizens.

The SU believes that true engagement, the driver of both student success and long-term connection to the institution, requires both curricular and extracurricular components. Cultivating the extracurricular component of engagement is, in the SU's view, one of its key responsibilities, a duty under the PSLA, and the most effective way for it to support the University's academic plan and to create the kinds of school bonds upon which long-term alumni support rests. The SU also believes this contributes to the larger Provincial goal of building citizenship skills among young Albertans.

With that in mind, the key program driver of this renovation project is the question of how we can adapt the building to improve service delivery and, in particular, foster greater student engagement. In our vision, this entails creating the spaces and facilities required to allow students to come together:

- Significantly expanding social and study space;
- Improved facilities to support our more than 400 student groups, including additional bookable spaces;
- Creation of an involvement centre that connects students with volunteer and student group opportunities, and works with the University to promote the many academically-oriented involvement options available to students;
- Rearranging SU-operated student services to enhance accessibility; and,
- Creation of a student governance centre, incorporating student elections, student legislative offices, and Discover Governance, a student-directed governance advisory service.

The Students' Union's engagement-related goals for the renovation are in alignment with and in direct support of all four Dare to Discover cornerstones:

- **Talented People:** Specifically, supporting leadership development and diversity. The planned 'involvement centre' is also akin, conceptually, to the principles behind welcome centres.
- **Learning, Discovery, and Citizenship:** The SU's focus on supporting student groups, and providing additional related services and leadership programming, is an effort to create the best possible leadership and citizenship experiences for our students. This is what the Students' Union, in the abstract, is about. It is a key driver in our engagement efforts.
- **Connecting Communities:** Increases in global and local engagement are an expected result of the expanded effort to support the incredibly diverse range of student groups and activities that this renovation represents. The renovation also seeks to develop more of the kind of social spaces that foster interaction and a sense of community; whereas much of the existing social space on campus is attached to specific residential and academic facilities, SUB provides a common space for students from all parts of campus.
- **Transformative Organization and Support:** The renovation project will enhance a social facility central to creating a transformative experience, and will improve accessibility, coordination, and collaboration of student services through a reorganization of SU-operated student services.

ENHANCING THE LONG-TERM VIABILITY OF SUB

SUB, as a key facility on campus, needs to be kept current and relevant if it is to fulfill the college union role. This renovation project is intended to address current weak spots in how the building has been stacked and developed over time.

SUB also plays a key role in the long-term financial viability and operational capability of the Students' Union. From providing consistent, significant long-term business and lease revenue to ensuring that there are unique programming capacities that both the Students' Union and student groups can use, SUB plays a central role in the Students' Union's daily activities.

In order to ensure the continued ability of the facility to meet changing campus needs, there are a number of specific opportunities that this renovation will address:

- Improvement of space utilization. Since expansion is not currently a viable option, better use must be made of existing space.
- Increasing the permeability of the building to foot traffic, including direct access to the lower level. Currently, SUB is surrounded by a green moat – shrubbery ensconced in large concrete planters that serves to isolate the building from the street. Developing cohesive, more pedestrian-friendly frontage can help draw people into the building. It could also work, with

the new PAW developments, to create a more unified and user-friendly space between the buildings.

- Better utilizing and improving access to the lower level: There are no clear sightlines into the lower level, and access points are not always obvious to building users. Access to and visibility of the lower level will greatly increase the usefulness of lower level space and increase usage of the building.
- Reconfiguring selected tower floors to meet emerging program needs, particularly the creation of a student governance centre.

Enhancing the long-term viability of SUB aligns directly to the Students' Union's Strategic Plan (specifically, the SU's goals of providing relevant programs and services, and ensuring sufficient and sustainable capital resources). A renovation would serve the University's strategy by adding one more key element that appeals to prospective students—an active and vibrant centre for student life—and by supporting a key infrastructure component of the engagement puzzle.

UNDERGRADUATE SUPPORT

Undergraduate support for the project has been confirmed through surveys and through a student referendum in support of a student levy to pay for a portion of the cost of the project. In addition, extensive consultation processes throughout the design process, along with unanimous Students' Council support of the Design Development Report, indicate that support has been maintained.

THE UNIVERSITY OF ALBERTA'S COMPETITIVE POSITION

South of the border, student centres are viewed as absolutely vital to the campus community, and are often featured selling points in attracting new students. This is now being reflected in Canada; as noted in the Environment Scan section, most of the U of A's largest western competitors have updated, or are planning to update, their student centres. This project, in conjunction with others under consideration, ensures that the University of Alberta can remain competitive.

CURRENT FACILITY CONDITION

SUB has reached middle age, and scheduled work continues (outside the scope of this project) to maintain and upgrade its aging systems.

This project will permit additional upgrades to be performed with minimal—and possibly positive—impacts to the University's long-term maintenance budget. For example, the effectiveness of a previously planned upgrade to air handling unit fans will be enhanced by mechanical work associated with this project, providing additional performance benefits and reductions to operating costs.

This project will also address a number of accessibility, circulation, and space-efficiency issues with the lower level of SUB as it currently exists, enhancing the overall effectiveness of the facility.

Program Area

The project will create 250 square meters of new interior space, 723 square meters of programmable exterior plaza space, and will renovate 3665 square meters of interior space.

The key to this project is the reallocation of space to meet priority needs. In the referendum approving the student levy, three key program requirements were noted:

1. Increase and improve student service and club space;
2. Create more meeting rooms for student groups; and,
3. Increase study, relaxation, and social space.

In keeping with these referendum requirements, the changes to space allocations are outlined in the table below.

FUNCTION	COMPONENT	CURRENT	AFTER	NET CHANGE
Student Services	All components	376	520	144
	Students' Union Services	298	345	
	Student Governance	47	152	
	Health and Dental Plan	31	23	
Student Group Offices		277	323	46
Common Space: Study, Social and Relaxation		246	704	458
Event and Meeting Space		280	426	146
Retail Spaces	All components	3562	3211	-351
	Bookstore	3086	2816	
	SUBprint	211	219	
	SUBtitles (merged with SUBmart)	266	0	
	Added Retail	0	119	
Other Tenants	All components	352	299	-53
	University Chaplains	182	133	
	CJSR	170	166	
Building Services		17	25	8

Capital Costs

The estimated budget for this project is \$13.4 million. A budget summary is provided in Appendix 3.

In order to ensure the accuracy of budget estimates, the Students' Union has obtained four successive cost estimates, each utilizing greater detail than that which preceded it. A construction manager, retained for that purpose during the Design Development phase of the project, has provided the most recent estimates. That construction manager has prior experience with renovating the Students' Union Building in 1993 and 2002.

COMPONENT	RATE	AMOUNT
Project Construction (including site development)		\$10,327,500
Contingencies	13%	\$1,304,000
Sub-total, Hard Construction Costs		\$11,631,500
Soft Costs	15%	\$1,758,053
Total Project Costs		\$13,389,553

Capital Funding Sources

Capital funding for this project is being sought from the Alberta Capital Finance Authority in the amount of \$13 million. Any costs exceeding \$13 million that the Students' Union is responsible for will be covered by a draw from the Students' Union's existing \$2.3 million in unrestricted reserves, or through fundraising (see below). Additional funding is being sought through the University's Energy Management Program.

This funding will be repaid by way of a referendum-approved, CPI-indexed fee of \$9 per term and an annual cash contribution of up to \$360,000 from Students' Union operating funds.

Worst-case and likely case *pro formas* are attached as Appendix 2.

The Students' Union contribution from operating funds is possible due to the elimination of a prior loan obligation of approximately \$300,000, and the redirection of a pre-existing annual \$75,000 contribution to long-term capital reserves that the Students' Union has made in past years. There will be no impact on direct operational funding to Students' Union operations such as student services, building support, or advocacy.

Due to the capital fund being indexed to Alberta CPI, the actual Students' Union contribution required is expected to drop over the term of the ACFA

loan, absent very substantial declines in undergraduate enrollment. (Sensitivity to enrollment changes is indicated in the *pro formas*.)

Additional funding to cover costs in excess of \$13 million in the renovated space is being sought from outside donors and vendors, with initial commitments for an estimated \$190,000 already secured from business partners of the Students' Union.

Operating Costs

SUB is a unique facility on campus, operated in a 'condominium-style' arrangement governed by a building master agreement. Under that agreement, revenue-generating spaces pay their share of operating and maintenance costs, but service and student space expenses are a shared responsibility. The Students' Union provides custodial services and surface maintenance for areas it controls or that are shared with the University, and the University provides custodial services for Bookstore and Dean of Students operations. The University pays for utility costs on all non-revenue-generating spaces. The University, as building owner, is responsible for base building systems.

The above overview simplifies what is a complex but smooth-running relationship between the Students' Union and the University, with clear benefits for both parties.

Since the actual expansion area is quite small (~1%), the increase in utility costs is expected to be similarly small. The reallocation of significant space to relaxation/study space will entail increased custodial costs, but these will be borne by the Students' Union. The Students' Union will also contribute towards long-term maintenance of the expanded area, as is currently done for the 2002 expansion area.

Overall, the impact of the project on operating costs is expected to be very small and, possibly, positive, given significant improvements to lower-level mechanical systems that are expected to reduce costs by up to \$24,000 per year.

Proposed Project Timeline

Anticipated milestones, along with the estimated completion dates, are provided below:

MILESTONE	APPROXIMATE DATE
Construction Document Completion	
Tower Floors	15 May 2013
Lower Level, Atrium	15 August 2013
Construction Commencement	
Tower Renovations	1 June 2013
Lower Level, Atrium	21 September 2013
Substantial Completion	31 July 2014
Warranty Period	August 2014 – July 2015

Concluding Comments

A SUB renovation is about more than just the maintenance of an already-excellent facility.

As the Students' Union views it, this project revitalizes a critical piece of the infrastructure necessary to pursue the University's stated strategic directions: expanding student engagement, building and connecting diverse communities, and helping to create better citizens. These goals cannot be achieved solely by the academic program of the University, and nor can they be achieved without the active, vital, and self-directed involvement of students themselves. It is precisely the promotion of that kind of engagement that the various strategic, programmatic, and architectural elements of this project have been designed to foster.

The SUB Renovation and Addition project will:

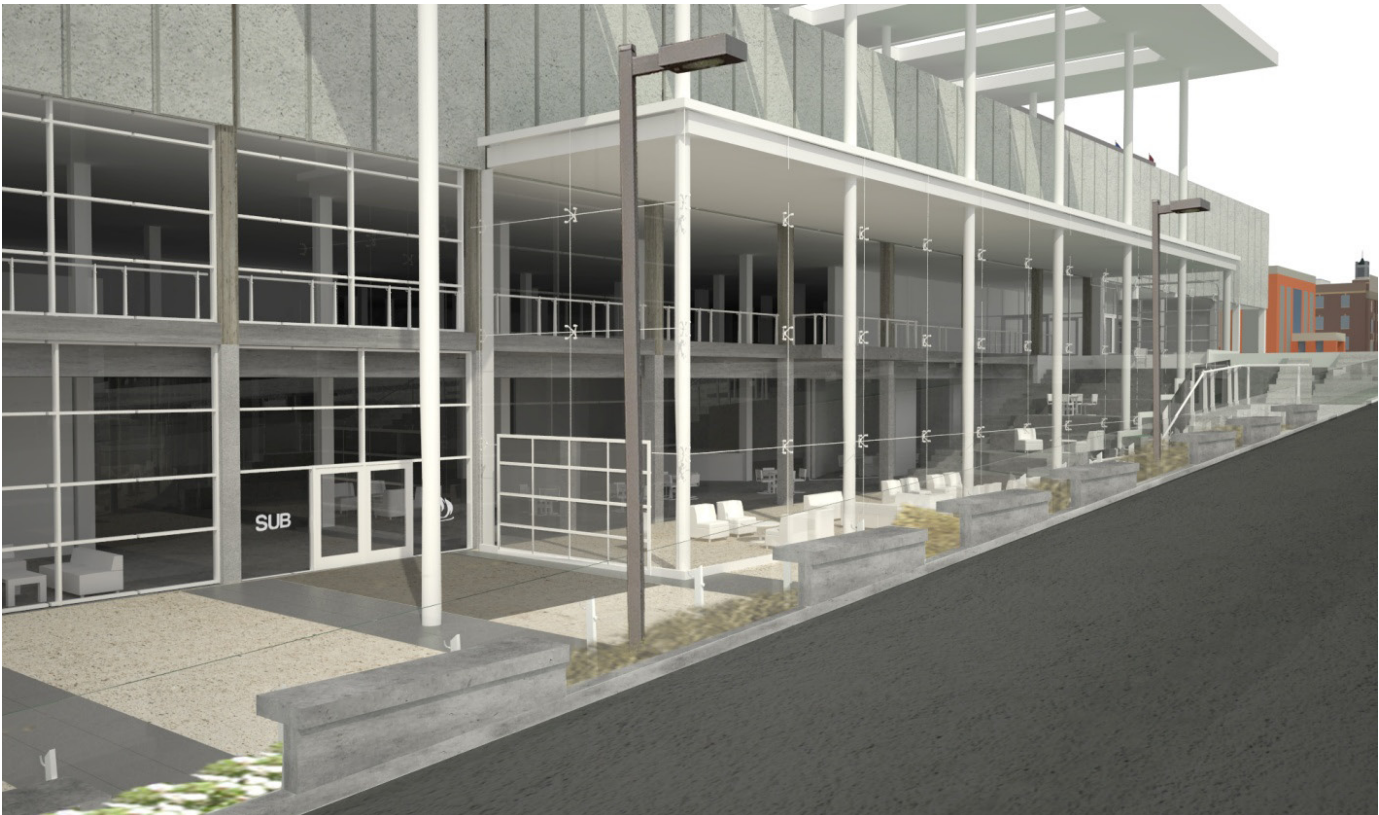
- Improve the ability of the facility to meet the strategic needs of both the University and the Students' Union;
- Improve accessibility and visibility of student services;
- Provide greater resources and support to student groups;
- Provide needed additional social/relaxation/study space to students;
- Improve the functioning of SUB as a 'community centre' for campus;
- Assist in addressing the long-term maintenance of SUB; and
- Transform the usability, accessibility, and quality of lower level space in SUB.

This project builds upon the work of previous renovation projects, allowing SUB to remain a vibrant and current facility on campus. The significant effort over the last twenty years in renovating and updating SUB, along with an original design that was visionary and flexible, has resulted in a facility that has remained contemporary and functional. This has resulted in considerable savings to the University, the Province, and students; where other institutions look at radical upgrades or entirely new facilities to fulfill the college union function, SUB has been able to maintain its capacity to fill that role. This project continues that tradition.

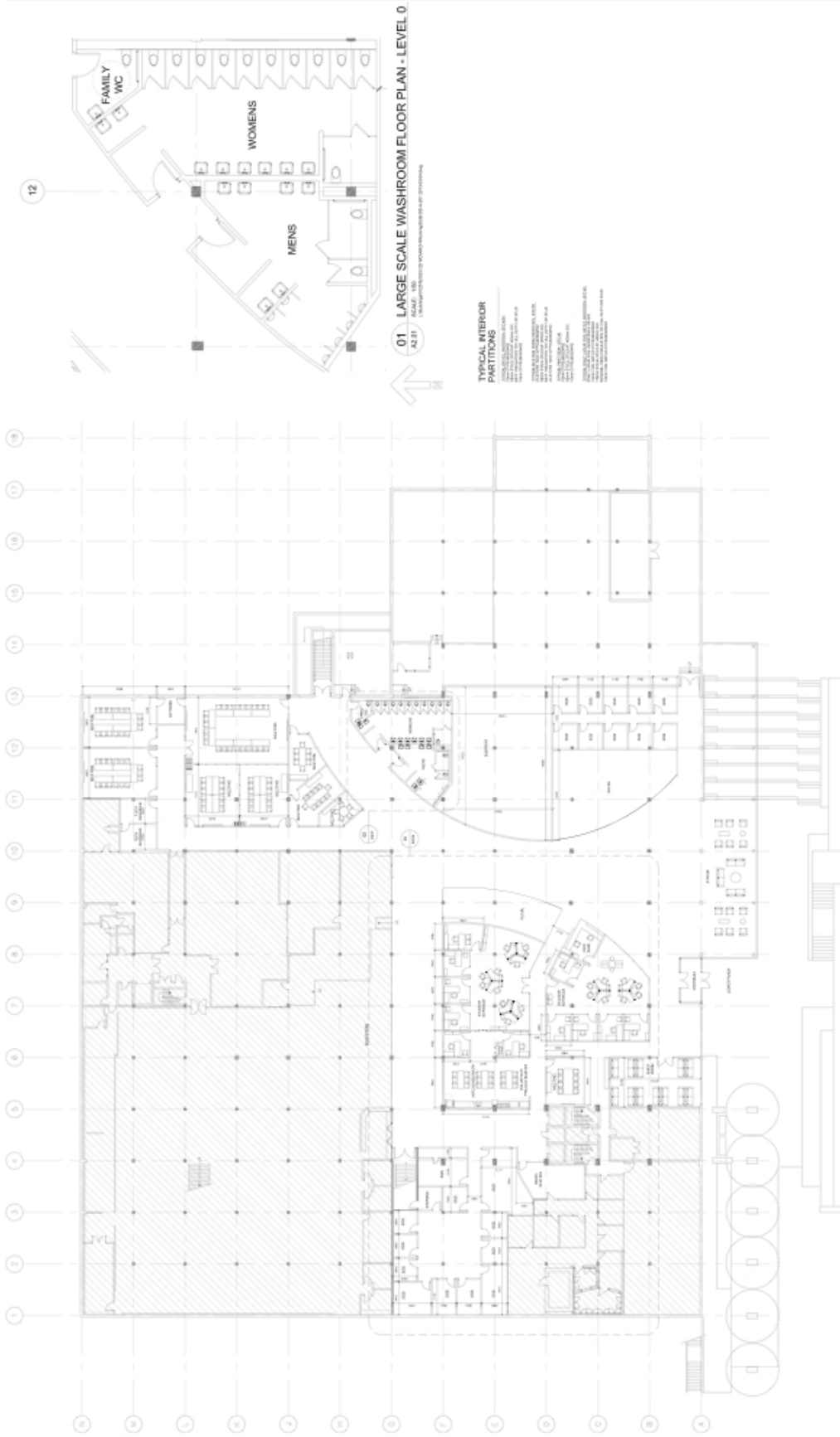


APPENDICES

Appendix 1: Building Plans







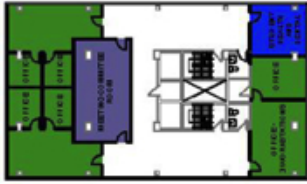
01 LARGE SCALE WASHROOM FLOOR PLAN - LEVEL 0
 SCALE: 1/8" = 1'-0"
 DATE: 01/27/2020

TYPICAL INTERIOR PARTITIONS
 PARTITION TYPE: 1'-0" TALL, 1/2" THICK, Gypsum Board
 PARTITION TYPE: 2'-0" TALL, 1/2" THICK, Gypsum Board
 PARTITION TYPE: 3'-0" TALL, 1/2" THICK, Gypsum Board
 PARTITION TYPE: 4'-0" TALL, 1/2" THICK, Gypsum Board
 PARTITION TYPE: 5'-0" TALL, 1/2" THICK, Gypsum Board
 PARTITION TYPE: 6'-0" TALL, 1/2" THICK, Gypsum Board
 PARTITION TYPE: 7'-0" TALL, 1/2" THICK, Gypsum Board
 PARTITION TYPE: 8'-0" TALL, 1/2" THICK, Gypsum Board
 PARTITION TYPE: 9'-0" TALL, 1/2" THICK, Gypsum Board
 PARTITION TYPE: 10'-0" TALL, 1/2" THICK, Gypsum Board
 PARTITION TYPE: 11'-0" TALL, 1/2" THICK, Gypsum Board
 PARTITION TYPE: 12'-0" TALL, 1/2" THICK, Gypsum Board

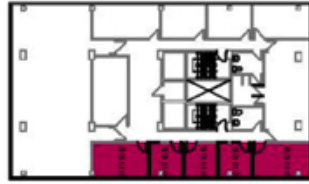
01 LEVEL 0 FLOOR PLAN
 SCALE: 1/8" = 1'-0"
 DATE: 01/27/2020

UNIVERSITY OF ALBERTA PLANNING AND INFRASTRUCTURE 4-800-255-8888 800 University of Alberta Edmonton, Alberta T6G 2P1		DIALOG ARCHITECTURE 10000 104th Avenue Edmonton, Alberta T5A 0K6 780.422.2222		PROJECT NAME UNIVERSITY OF ALBERTA STUDENTS' UNION SUB ADDITION & RENOVATION OPPORTUNITY PAPER	PROJECT NUMBER 01237E9090
SHEET TITLE LEVEL 0 FLOOR PLAN		SHEET NUMBER A		PROJECT NUMBER 01237E9090	
SHEET NUMBER A		SHEET NUMBER A		SHEET NUMBER A	

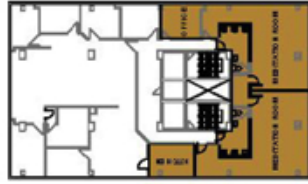
6TH FLOOR



4TH FLOOR



3RD FLOOR



TOWER LEVELS

LEGEND

- Chaplains
- CJSR
- Common Space
- Dean of Students
- Event and Meeting Space
- Retail Space
- Student Governance (8th Floor)
- Student Group Services
- Student Health and Dental
- Student Services
- Tech. Services



LOWER LEVELS

FUNCTIONAL SPACE LOCATIONS

Appendix 2: Borrowing & Operational Pro Forma

The pro forma for two scenarios are included here, Worst Case and Most Likely. Interest rate assumptions in both cases are based on a review of the last 12 months of posted Alberta Capital Finance Authority indicative rates.

COMMON ELEMENTS

Operating costs for the new component of this project have been indexed by 2% per annum.

A sensitivity analysis included with the *pro formas* indicates that the ability to service the debt under the scenarios illustrated is not seriously impacted until enrollment (for all terms) declines by 12% to 23%. (This would represent a drop in headcount of 5 to 10 thousand across Fall/Winter and Spring and Summer sessions.) This flexibility is the result of the considerable funding guarantee provided by the Students' Union's planned \$360,000 operating allocation.

FEE ASSUMPTIONS

	ENROLLMENT 2010	TERM FACTOR	SUB RENO FEE	ANNUAL REVENUE
Fall Full Time Undergraduate	29,100			
Less Fall Full Time Undergraduate Augustana	-902			
Fall Part Time Undergraduate	1,844			
Less Fall Part Time Undergraduate Augustana	-33			
Less estimated off-campus only students	-800			
Total Fall/Winter Enrollment	29,209	2	9.00	525,762
Spring Undergraduate	7,934			
Less Spring Undergraduate Augustana	-111			
Total Spring Enrollment	7,823	1	4.50	35,204
Summer Undergraduate	4,557			
Less Summer Undergraduate Augustana	-16			
Total Summer Enrollment	4,541	1	4.50	20,435
Total Fee Revenue				581,400

WORST CASE

Under this scenario, the ACFA would provide \$13 million in funding, repayable over 25 years at 4% interest. The student fee is based on the amount approved in referendum in 2012 and approved for implementation in 2014 by Students' Council.

	Escalator	31-Mar-15	31-Mar-16	31-Mar-17	31-Mar-18	31-Mar-19	31-Mar-20	31-Mar-21	31-Mar-22	31-Mar-23	31-Mar-24	31-Mar-25	31-Mar-26
Enrollment													
Enrollment Fall/Winter	0.00%	29,209	29,209	29,209	29,209	29,209	29,209	29,209	29,209	29,209	29,209	29,209	29,209
Enrollment Spring	0.00%	7,823	7,823	7,823	7,823	7,823	7,823	7,823	7,823	7,823	7,823	7,823	7,823
Enrollment Summer	0.00%	4,541	4,541	4,541	4,541	4,541	4,541	4,541	4,541	4,541	4,541	4,541	4,541
Revenue													
Student Fee Fall	2.00%	262,881	268,139	273,501	278,971	284,551	290,242	296,047	301,968	308,007	314,167	320,450	326,859
Student Fee Winter	2.00%	262,881	268,139	273,501	278,971	284,551	290,242	296,047	301,968	308,007	314,167	320,450	326,859
Student Fee Spring	2.00%		35,204	35,908	36,626	37,358	38,105	38,868	39,645	40,438	41,247	42,071	42,913
Student Fee Summer	2.00%		20,435	20,843	21,260	21,685	22,119	22,561	23,013	23,473	23,942	24,421	24,910
Available Students' Union Funding	Fixed Rate	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000
Lights on Operating Funding	2.00%	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue		885,762	951,915	963,754	975,829	988,145	1,000,708	1,013,522	1,026,593	1,039,925	1,053,523	1,067,394	1,081,541
Expenses													
Utilities	2.00%	7,805	7,961	8,120	8,283	8,448	8,617	8,790	8,965	9,145	9,328	9,514	9,705
Maintenance	2.00%	10,035	10,236	10,440	10,649	10,862	11,079	11,301	11,527	11,758	11,993	12,233	12,477
Overhead (includes Insurance)	2.00%	2,788	2,843	2,900	2,958	3,017	3,078	3,139	3,202	3,266	3,331	3,398	3,466
Capital Amortization - Supported Bldg		257,500	257,500	257,500	257,500	257,500	257,500	257,500	257,500	257,500	257,500	257,500	257,500
Interest Expense	Fixed Rate	516,926	504,383	491,333	477,755	463,630	448,933	433,643	417,735	401,184	383,965	366,050	347,412
Total Expenses		795,053	782,923	770,293	757,145	743,457	729,208	714,373	698,930	682,853	666,117	648,695	630,559
Net Income (Loss)		90,709	168,993	193,460	218,683	244,688	271,501	299,149	327,663	357,072	387,406	418,698	450,982
Cummulative Contribution		90,709	259,701	453,161	671,844	916,532	1,188,033	1,487,182	1,814,845	2,171,917	2,559,323	2,978,021	3,429,004
Reconciliation to Cash Flow													
Add back Amortization		257,500	257,500	257,500	257,500	257,500	257,500	257,500	257,500	257,500	257,500	257,500	257,500
Add back Interest Expense		516,926	504,383	491,333	477,755	463,630	448,933	433,643	417,735	401,184	383,965	366,050	347,412
Less Debt Payment		-827,403	-827,403	-827,403	-827,403	-827,403	-827,403	-827,403	-827,403	-827,403	-827,403	-827,403	-827,403
Net Cash Flow		37,731	103,472	114,889	126,535	138,414	150,530	162,889	175,495	188,353	201,468	214,845	228,490
Cummulative Cash Flow		37,731	141,203	256,092	382,627	521,041	671,571	834,460	1,009,955	1,198,308	1,399,775	1,614,621	1,843,111
Enrollment													
Enrollment Fall/Winter	0.00%	29,209	29,209	29,209	29,209	29,209	29,209	29,209	29,209	29,209	29,209	29,209	29,209
Enrollment Spring	0.00%	7,823	7,823	7,823	7,823	7,823	7,823	7,823	7,823	7,823	7,823	7,823	7,823
Enrollment Summer	0.00%	4,541	4,541	4,541	4,541	4,541	4,541	4,541	4,541	4,541	4,541	4,541	4,541
Revenue													
Student Fee Fall	2.00%	333,397	340,065	346,866	353,803	360,879	368,097	375,459	382,968	390,627	398,440	406,409	414,537
Student Fee Winter	2.00%	333,397	340,065	346,866	353,803	360,879	368,097	375,459	382,968	390,627	398,440	406,409	414,537
Student Fee Spring	2.00%	43,771	44,647	45,539	46,450	47,379	48,327	49,293	50,279	51,285	52,311	53,357	54,424
Student Fee Summer	2.00%	25,408	25,916	26,434	26,963	27,502	28,052	28,613	29,185	29,769	30,365	30,972	31,591
Available Students' Union Funding	Fixed Rate	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000
Lights on Operating Funding	2.00%	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue		1,095,972	1,110,692	1,125,705	1,141,020	1,156,640	1,172,573	1,188,824	1,205,401	1,222,309	1,239,555	1,257,146	1,275,089
Expenses													
Utilities	2.00%	9,899	10,097	10,299	10,505	10,715	10,929	11,147	11,370	11,598	11,830	12,066	12,308
Maintenance	2.00%	12,727	12,981	13,241	13,506	13,776	14,051	14,332	14,619	14,911	15,210	15,514	15,824
Overhead (includes Insurance)	2.00%	3,535	3,606	3,678	3,752	3,827	3,903	3,981	4,061	4,142	4,225	4,309	4,396
Capital Amortization - Supported Bldg		257,500	257,500	257,500	257,500	257,500	257,500	257,500	257,500	257,500	257,500	257,500	257,500
Interest Expense	Fixed Rate	328,020	307,845	286,855	265,016	242,296	218,658	194,064	168,477	168,477	168,477	168,477	168,477
Total Expenses		611,681	592,029	571,572	550,278	528,113	505,041	481,026	456,028	456,629	457,242	457,867	458,505
Net Income (Loss)		484,292	518,663	554,133	590,741	628,527	667,532	707,799	749,373	765,680	782,313	799,279	816,584
Cummulative Contribution		3,913,295	4,431,958	4,986,091	5,576,833	6,205,360	6,872,891	7,580,690	8,330,063	9,095,743	9,878,056	10,677,335	11,493,919
Reconciliation to Cash Flow													
Add back Amortization		257,500	257,500	257,500	257,500	257,500	257,500	257,500	257,500	257,500	257,500	257,500	257,500
Add back Interest Expense		328,020	307,845	286,855	265,016	242,296	218,658	194,064	168,477	168,477	168,477	168,477	168,477
Less Debt Payment		-827,403	-827,403	-827,403	-827,403	-827,403	-827,403	-827,403	-827,403	-827,403	-827,403	-827,403	-827,403
Net Cash Flow		242,408	256,604	271,084	285,854	300,919	316,286	331,960	347,947	364,254	380,887	397,853	415,158
Cummulative Cash Flow		2,085,519	2,342,123	2,613,208	2,899,062	3,199,981	3,516,267	3,848,227	4,196,174	4,560,428	4,941,315	5,339,168	5,754,325

Enrollment Sensitivity Analysis
 Excess Revenue over Debt Service Costs 124,512 Includes fees and available SU contribution.
 Average Annual Fee per Enrolled Individual 14
 Represents Decline in Enrollment 8,745

Decline In Percentage Terms 21% Sensitivity declines over time as the fee is indexed.

Capital Cost of Expanded Area = \$10.3 million
 Capital Amortization is calculated using straight line over 40 years = \$257,500 per year

MOST LIKELY

Based on existing ACFA rates, it is likely that financing could be obtained at a lower rate than 4%. Estimating the rate at 3.25%, the amortization period can be reduced to 20 years.

The student fee is based on the amount approved in referendum in 2012 and approved for implementation in 2014 by Students' Council.

	Escalator	31-Mar-15	31-Mar-16	31-Mar-17	31-Mar-18	31-Mar-19	31-Mar-20	31-Mar-21	31-Mar-22	31-Mar-23	31-Mar-24
Enrollment											
Enrollment Fall/Winter	0.00%	29,209	29,209	29,209	29,209	29,209	29,209	29,209	29,209	29,209	29,209
Enrollment Spring	0.00%	7,823	7,823	7,823	7,823	7,823	7,823	7,823	7,823	7,823	7,823
Enrollment Summer	0.00%	4,541	4,541	4,541	4,541	4,541	4,541	4,541	4,541	4,541	4,541
Revenue											
Student Fee Fall	2.00%	262,881	268,139	273,501	278,971	284,551	290,242	296,047	301,968	308,007	314,167
Student Fee Winter	2.00%	262,881	268,139	273,501	278,971	284,551	290,242	296,047	301,968	308,007	314,167
Student Fee Spring	2.00%		35,204	35,908	36,626	37,358	38,105	38,868	39,645	40,438	41,247
Student Fee Summer	2.00%		20,435	20,843	21,260	21,685	22,119	22,561	23,013	23,473	23,942
Available Students' Union Funding	Fixed	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000
Lights on Operating Funding	2.00%	0	0	0	0	0	0	0	0	0	0
Total Revenue		885,762	951,915	963,754	975,829	988,145	1,000,708	1,013,522	1,026,593	1,039,925	1,053,523
Expenses											
Utilities	2.00%	7,805	7,961	8,120	8,283	8,448	8,617	8,790	8,965	9,145	9,328
Maintenance	2.00%	10,035	10,236	10,440	10,649	10,862	11,079	11,301	11,527	11,758	11,993
Overhead (includes Insurance)	2.00%	2,788	2,843	2,900	2,958	3,017	3,078	3,139	3,202	3,266	3,331
Capital Amortization - Supported Bldg		257,500	257,500	257,500	257,500	257,500	257,500	257,500	257,500	257,500	257,500
Interest Expense	Fixed Rate	516,926	403,298	387,383	370,946	353,970	336,438	318,332	299,633	280,321	260,376
Total Expenses		795,053	681,839	666,344	650,336	633,798	616,713	599,062	580,827	561,989	542,527
Net Income (Loss)		90,709	270,077	297,410	325,493	354,347	383,995	414,460	445,765	477,936	510,996
Cummulative Contribution		90,709	360,785	658,195	983,688	1,338,035	1,722,030	2,136,490	2,582,256	3,060,191	3,571,187
Reconciliation to Cash Flow											
Add back Amortization		257,500	257,500	257,500	257,500	257,500	257,500	257,500	257,500	257,500	257,500
Add back Interest Expense		516,926	403,298	387,383	370,946	353,970	336,438	318,332	299,633	280,321	260,376
Less Debt Payment		-889,063	-889,063	-889,063	-889,063	-889,063	-889,063	-889,063	-889,063	-889,063	-889,063
Net Cash Flow		-23,928	41,812	53,230	64,876	76,755	88,871	101,230	113,835	126,693	139,809
Cummulative Cash Flow		-23,928	17,884	71,114	135,990	212,744	301,615	402,845	516,680	643,374	783,182
Enrollment											
Enrollment Fall/Winter	0.00%	29,209	29,209	29,209	29,209	29,209	29,209	29,209	29,209	29,209	29,209
Enrollment Spring	0.00%	7,823	7,823	7,823	7,823	7,823	7,823	7,823	7,823	7,823	7,823
Enrollment Summer	0.00%	4,541	4,541	4,541	4,541	4,541	4,541	4,541	4,541	4,541	4,541
Revenue											
Student Fee Fall	2.00%	320,450	326,859	333,397	340,065	346,866	353,803	360,879	368,097	375,459	382,968
Student Fee Winter	2.00%	320,450	326,859	333,397	340,065	346,866	353,803	360,879	368,097	375,459	382,968
Student Fee Spring	2.00%	42,071	42,913	43,771	44,647	45,539	46,450	47,379	48,327	49,293	50,279
Student Fee Summer	2.00%	24,421	24,910	25,408	25,916	26,434	26,963	27,502	28,052	28,613	29,185
Available Students' Union Funding	Fixed	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000
Lights on Operating Funding	2.00%	0	0	0	0	0	0	0	0	0	0
Total Revenue		1,067,394	1,081,541	1,095,972	1,110,692	1,125,705	1,141,020	1,156,640	1,172,573	1,188,824	1,205,401
Expenses											
Utilities	2.00%	9,514	9,705	9,899	10,097	10,299	10,505	10,715	10,929	11,147	11,370
Maintenance	2.00%	12,233	12,477	12,727	12,981	13,241	13,506	13,776	14,051	14,332	14,619
Overhead (includes Insurance)	2.00%	3,398	3,466	3,535	3,606	3,678	3,752	3,827	3,903	3,981	4,061
Capital Amortization - Supported Bldg		257,500	257,500	257,500	257,500	257,500	257,500	257,500	257,500	257,500	257,500
Interest Expense	Fixed Rate	239,777	218,504	196,534	173,844	150,410	126,209	101,215	75,402	48,743	21,211
Total Expenses		522,422	501,652	480,195	458,028	435,128	411,471	387,032	361,785	335,704	308,761
Net Income (Loss)		544,971	579,890	615,778	652,664	690,578	729,549	769,608	810,787	853,120	896,640
Cummulative Contribution		4,116,158	4,696,048	5,311,826	5,964,489	6,655,067	7,384,616	8,154,223	8,965,011	9,818,131	10,714,771
Reconciliation to Cash Flow											
Add back Amortization		257,500	257,500	257,500	257,500	257,500	257,500	257,500	257,500	257,500	257,500
Add back Interest Expense		239,777	218,504	196,534	173,844	150,410	126,209	101,215	75,402	48,743	21,211
Less Debt Payment		-889,063	-889,063	-889,063	-889,063	-889,063	-889,063	-889,063	-889,063	-889,063	-889,063
Net Cash Flow		153,186	166,831	180,749	194,945	209,425	224,195	239,260	254,627	270,300	286,288
Cummulative Cash Flow		936,368	1,103,199	1,283,948	1,478,893	1,688,318	1,912,513	2,151,773	2,406,399	2,676,700	2,962,987

Enrollment Sensitivity Analysis
Excess Revenue over Debt Service Costs 62,852 Includes fees and available SU contribution.
Average Annual Fee per Enrolled Individual 14
Represents Decline in Enrollment 4,414

Decline In Percentage Terms 11% Sensitivity declines over time as the fee is indexed.

Capital Cost of Expanded Area = \$10.3 million
Capital Amortization is calculated using straight line over 40 years = \$257,500 per year

Appendix 3: Budget

STUDENTS' UNION, ADDITION & RENOVATION BUDGET UPDATE

CONSTRUCTION		CONTINGENCIES & ALLOWANCES	
Demolition	\$288,000.00	Estimating Contingency	\$300,000.00
Sitework	\$1,240,000.00	Escalation Contingency	\$0.00
Concrete	\$385,000.00	Change Order Allowance	\$454,000.00
Structural Steel	\$400,000.00	Allowance for Students' Union TIs	\$400,000.00
Metal Deck	\$53,000.00	Asbestos Abatement	\$150,000.00
Misc. Iron	\$25,000.00		
Rough Carpentry	\$32,000.00		
Doors	\$137,000.00		
Soffit	\$233,000.00		
Roofing	\$45,000.00		
Fascia & Flashing	\$35,000.00		
Building Connections	\$19,000.00		
Structural Reinforcements	\$80,000.00		
Curtainwall & Windows	\$1,571,000.00		
Entrance Doors	\$26,000.00		
Overhead Doors	\$48,000.00		
Drywall	\$496,000.00		
Ceilings	\$123,000.00		
Painting	\$108,000.00		
Porcelain Tile	\$180,000.00		
Flooring	\$111,000.00		
Specialties	\$106,000.00		
Glazed Partitions	\$170,000.00		
Moveable Walls	\$63,000.00		
Mechanical - Site	\$40,000.00		
Mechanical - Building	\$1,090,000.00		
Electrical - Site	\$75,000.00		
Electrical - Building	\$1,020,000.00		
Relocate Storm Sewer	\$250,000.00		
Relocate Gas Line	\$100,000.00		
Relocate Telephone	\$15,000.00		
Shoring	\$300,000.00		
Replace Washroom	\$160,000.00		
Phasing Premium	\$60,000.00		
Topping to old curling rink depressed area	\$124,500.00		
Increase landscape and furniture allowance	\$20,000.00		
Add irrigation allowance	\$15,000.00		
GC's	\$694,000.00		
Fee	\$390,000.00		
Total Construction (TT & Carlson)	\$10,327,500.00		
		MISC ALLOWANCES	
		Allowance for furniture	\$370,000.00
		Allowance for audio visual and communication equipment	\$125,000.00
		Allowance for signage and graphics	\$35,000.00
		Total Misc Allowances	\$530,000.00
		CONSULTANTS	
		Architect <i>(struc., mech., elec., landscape & interior design)</i>	\$726,053.00
		Onsite civil	\$50,000.00
		Cost consultant	\$12,000.00
		Geotechnical	\$15,000.00
		Testing	\$35,000.00
		Survey	\$15,000.00
		Total Consultants	\$853,053.00
		Project Management	\$375,000.00
		Total Project Budget	\$13,389,553.00

OUTLINE OF ISSUE

Agenda Title: **Students' Union Building: Addition and Renovation – Borrowing Resolution**

Motion: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, execute a Borrowing Resolution requesting approval of financing for the design and construction of the Students' Union Building: Addition and Renovation project for a total borrowing amount not to exceed Thirteen Million Dollars (\$13,000,000) in Canadian funds for a term of not more than twenty-five (25) years at an interest rate of not more than four **and three quarter** percent (4.75%).

Item

Action Requested	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Recommendation <input type="checkbox"/> Discussion/Advice <input type="checkbox"/> Information
Proposed by	Don Hickey, Vice-President, Facilities and Operations
Presenter	Don Hickey, Vice-President, Facilities and Operations
Subject	Students' Union Building: Addition and Renovation – Financing

Details

Responsibility	Facilities and Operations
The Purpose of the Proposal is (please be specific)	To obtain financing for the student fee supported portion of the design and construction of the Students' Union Building: Addition and Renovation project
The Impact of the Proposal is	
Replaces/Revises (e.g., policies, resolutions)	N/A
Timeline/Implementation Date	
Estimated Cost	\$13,000,000
Sources of Funding	Alberta Capital Finance Authority (ACFA)
Notes	<ul style="list-style-type: none"> ➤ The Students' Union Building (SUB) Addition and Renovation project will strengthen access to academic programs; provide student social space and afford health and wellness opportunities for staff, faculty, alumni and the community. ➤ Business Case was approved at President's Executive Committee – Operations (PEC-O) May 9, 2013. ➤ In March 2012, the Students' Union held a referendum to vote for a user fee in support of a SUB Addition and Renovation, which passed. The user fee will not be charged to students until construction of the project is substantially complete. Revenue from this fee will be supplemented by a direct contribution from the Students' Union towards the cost of the borrowing, such that the combined fee revenue and the direct contribution will pay for the entire borrowing. ➤ The student fee collection will vary based on student enrollment. ➤ Based on current enrollment, the approved fee structure and terms in the anticipated borrowing resolution, the fees that will be collected will exceed the maximum debt servicing costs by approximately \$125,000 per annum, creating a cushion sufficient to withstand a loss of over 6,900 undergraduate students registered in Fall/Winter sessions, or a drop of more than 8,700 in combined Fall/Winter and Spring and Summer registrations. In addition, this cushion is bolstered by a built-in CPI escalator on the fee. ➤ The attached financial proforma supports borrowing of up to \$13.0 million from the Alberta Capital Finance Authority. ➤ The proposed amortization period is up to 25 years with an interest rate of up to 4.0% ("worst" scenario). The amortization period will be

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	<p>reduced if the interest rate is obtained at a 3.2% rate (“likely” scenario.)</p> <ul style="list-style-type: none"> ➤ Limited bridge financing is anticipated to be required and will be funded by the Students’ Union. Any carrying costs will similarly be carried by the Students’ Union. ➤ Opportunity paper has been prepared in consultation with the Students’ union, Facilities and Operations, Finance and Administration, and Enterprise and Advanced Education. ➤ In order to advance the project into construction, Board approval for borrowing is required prior to seeking an Order in Council for AFCA financing.
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Alignment/Compliance

Alignment with Guiding Documents	<i>Dare to Discover, Dare to Deliver</i>
Compliance with Legislation, Policy and/or Procedure Relevant to the Proposal (please <u>quote</u> legislation and include identifying section numbers)	<p><u>Post-Secondary Learning Act</u> <i>The Post-Secondary Learning Act, Section 73(1): Debenture Borrowing</i></p> <p><u>BFPC Terms of Reference – Sections 3 and 4 state:</u></p> <p>3. <u>MANDATE OF THE COMMITTEE</u></p> <p><i>Except as provided in paragraph 4 and in the Board’s General Committee Terms of Reference, the Committee shall monitor, evaluate, advise and make decisions on behalf of the Board with respect to all strategic and significant financial and property matters and policies of the University. The Committee shall also consider any other matter delegated to the Committee by the Board. Without limiting the generality of the foregoing, the Committee shall:</i></p> <p><i>g) review and recommend to the Board capital expenditures of more than \$7 million or expenditures which, when combined with other expenditures for the same project, would equal more than \$7 million.</i></p> <p>4. <u>LIMITATIONS ON DELEGATION BY THE BOARD</u></p> <p><i>The general delegation of authority by the Board to the Committee shall be limited as set out in this paragraph. Notwithstanding the general delegation of authority to the Committee set out in paragraph 3, the Board shall:</i></p> <p><i>(c) approve capital expenditures of more than \$7 million or more or expenditures which, when combined with other expenditures for the same period, would equal more than \$7 million.</i></p>

Routing (Include meeting dates)

Consultative Route (parties who have seen the proposal and in what capacity)	<p>Students’ Union – Student Fee Referendum: March 2012</p> <p>General Faculties Council – Facilities Development Committee – Schematic Design (approval): December 20, 2012</p> <p>Students’ Council – Detailed Design (approval): March 26, 2013</p> <p>General Faculties Council – Facilities Development Committee – Detailed Design (approval): April 25, 2013</p> <p>President’s Executive Committee – Operations – Opportunity Paper (approval): May 9, 2013</p> <p>Facilities and Operations: Design review and Opportunity Paper</p> <p>Finance and Administration: Opportunity Paper</p>
Approval Route (Governance)	Board Finance and Property Committee: (for recommendation to Board

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(including meeting dates)	of Governors), May 28, 2013 Board of Governors: (for approval), June 21, 2013
Final Approver	Board of Governors

Attachments:

1. Briefing Note (2 pages)
2. Proforma (worst case) (1 page)
3. Borrowing Resolution (2 pages)

Prepared by:

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Students' Union Building Addition and Renovation: Borrowing Resolution

Background

The Students' Union Building (SUB) Addition and Renovation project revitalizes a critical piece of the infrastructure necessary to pursue the University's stated strategic directions: expanding student engagement; building and connecting diverse communities; and helping to create better citizens. These goals cannot be achieved solely by the academic program of the University, nor can they be achieved without the active, vital, and self-directed involvement of students themselves. It is precisely the promotion of that kind of engagement that the various strategic, programmatic, and architectural elements of this project have been designed to foster.

The Students' Union Building Renovation and Addition project will:

- improve the ability of the facility to meet the strategic needs of both the University and the Students' Union;
- improve accessibility and visibility of student services;
- create a student involvement centre to encourage student involvement in both the University and wider communities;
- provide greater resources and support to student groups;
- provide needed additional social/relaxation/study space to students;
- improve the functioning of SUB as a 'community centre' for campus;
- assist in addressing the long-term maintenance of SUB;
- transform the usability, accessibility, and quality of lower level space in SUB; and
- further enhance and transform the campus' major east/west pedestrian and activity spine, which runs continuously from 110 Street to 116 Street.

The Students' Union Building (SUB) was first built in 1967, when the campus headcount was half of what it is today. Through a series of careful renovations over the last twenty years, SUB has maintained its place as one of Canada's most effective student centres despite the increasing pressures placed on the facility by campus growth. This project seeks to further improve the facility and extend its usability to meet emerging needs.

The Design Development phase of this project has been developed as an active collaboration between the University of Alberta and the Students' Union and received approval by General Faculties Council – Facility Development Committee on April 25, 2013.

Students' Union Building Addition and Renovation: Borrowing Resolution

Issues

To fund this project, the Students' Union will provide up to \$360,000 from its operating budget annually, to supplement revenue from a \$9 per term, per student fee. This fee was approved in a referendum in March 2012 and has been approved by Students' Council for collection beginning in September 2014. This fee is also indexed to Alberta's Consumer Price Index (CPI).

These two sources of funding provide sufficient annual income to support a borrowing of \$13,000,000. The funding model also has an excess of \$125,000 that can accommodate a decline in enrolment: 6,900 students in Fall/Winter sessions, or a drop of over 8,700 across a full year (Fall/Winter and Spring/Summer sessions).

A borrowing resolution and borrowing motion requires the approval of the Board of Governors based on the recommendation of Board Finance and Property, in order that the required Order in Council (OIC) may be obtained from the Government of Alberta prior to undertaking construction of the facility.

A Memorandum of Understanding (MOU) between the Governors of the University of Alberta and the Students' Union is being finalized to codify the financial commitments that the Students' Union is making toward the capital project and operation of the new and repurposed space.

This project is being delivered under a Construction Manager model with completion of the SUB Addition and Renovation construction documents scheduled for August 2013. Pending approval of the OIC, formal construction activities could start as early as September 1. The project has been staged so that certain internal renovations on the upper floors of the existing building can proceed in advance of the Order in Council, for which the Students' Union is assuming the financial risk, should borrowing not be approved.

Given current Alberta Capital Financing Authority interest rates, it would be highly unlikely that the University would be borrowing at the "worst case" rate of 4.0% as presented in the borrowing resolution. A more likely scenario would be a rate of 3.2%, which would allow the amortization period to be reduced to 20 years, with a sufficient annual excess of revenue over debt servicing costs remaining to accommodate the unlikely event of significant enrollment reductions.

Recommendation

THAT the Board Finance and Property Committee recommend that the Board of Governors execute a Borrowing Resolution requesting approval of financing for the design and construction of the Students' Union Building Addition and Renovation project for a total borrowing amount not to exceed Thirteen Million Dollars (\$13,000,000) in Canadian funds for a term of not more than twenty-five (25) years at an interest rate of not more than four percent (4.0%).

Item 4.9 Attachment 2
BG 2013-06-21

	Escalator	31-Mar-15	31-Mar-16	31-Mar-17	31-Mar-18	31-Mar-19	31-Mar-20	31-Mar-21	31-Mar-22	31-Mar-23	31-Mar-24	31-Mar-25	31-Mar-26
Enrollment													
Enrollment Fall/Winter	0.00%	29,209	29,209	29,209	29,209	29,209	29,209	29,209	29,209	29,209	29,209	29,209	29,209
Enrollment Spring	0.00%	7,823	7,823	7,823	7,823	7,823	7,823	7,823	7,823	7,823	7,823	7,823	7,823
Enrollment Summer	0.00%	4,541	4,541	4,541	4,541	4,541	4,541	4,541	4,541	4,541	4,541	4,541	4,541
Revenue													
Student Fee Fall	2.00%	262,881	268,139	273,501	278,971	284,551	290,242	296,047	301,968	308,007	314,167	320,450	326,859
Student Fee Winter	2.00%	262,881	268,139	273,501	278,971	284,551	290,242	296,047	301,968	308,007	314,167	320,450	326,859
Student Fee Spring	2.00%		35,204	35,908	36,626	37,358	38,105	38,868	39,645	40,438	41,247	42,071	42,913
Student Fee Summer	2.00%		20,435	20,843	21,260	21,685	22,119	22,561	23,013	23,473	23,942	24,421	24,910
Available Students' Union Funding	Fixed Rate	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000
Lights on Operating Funding	2.00%	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue		885,762	951,915	963,754	975,829	988,145	1,000,708	1,013,522	1,026,593	1,039,925	1,053,523	1,067,394	1,081,541
Expenses													
Utilities	2.00%	7,805	7,961	8,120	8,283	8,448	8,617	8,790	8,965	9,145	9,328	9,514	9,705
Maintenance	2.00%	10,035	10,236	10,440	10,649	10,862	11,079	11,301	11,527	11,758	11,993	12,233	12,477
Overhead (includes Insurance)	2.00%	2,788	2,843	2,900	2,958	3,017	3,078	3,139	3,202	3,266	3,331	3,398	3,466
Capital Amortization - Supported Bldg		257,500	257,500	257,500	257,500	257,500	257,500	257,500	257,500	257,500	257,500	257,500	257,500
Interest Expense	Fixed Rate	516,926	504,383	491,333	477,755	463,630	448,933	433,643	417,735	401,184	383,965	366,050	347,412
Total Expenses		795,053	782,923	770,293	757,145	743,457	729,208	714,373	698,930	682,853	666,117	648,695	630,559
Net Income (Loss)		90,709	168,993	193,460	218,683	244,688	271,501	299,149	327,663	357,072	387,406	418,698	450,982
Cummulative Contribution		90,709	259,701	453,161	671,844	916,532	1,188,033	1,487,182	1,814,845	2,171,917	2,559,323	2,978,021	3,429,004
Reconciliation to Cash Flow													
Add back Amortization		257,500	257,500	257,500	257,500	257,500	257,500	257,500	257,500	257,500	257,500	257,500	257,500
Add back Interest Expense		516,926	504,383	491,333	477,755	463,630	448,933	433,643	417,735	401,184	383,965	366,050	347,412
Less Debt Payment		-827,403	-827,403	-827,403	-827,403	-827,403	-827,403	-827,403	-827,403	-827,403	-827,403	-827,403	-827,403
Net Cash Flow		37,731	103,472	114,889	126,535	138,414	150,530	162,889	175,495	188,353	201,468	214,845	228,490
Cummulative Cash Flow		37,731	141,203	256,092	382,627	521,041	671,571	834,460	1,009,955	1,198,308	1,399,775	1,614,621	1,843,111
Enrollment													
Enrollment Fall/Winter	0.00%	29,209	29,209	29,209	29,209	29,209	29,209	29,209	29,209	29,209	29,209	29,209	29,209
Enrollment Spring	0.00%	7,823	7,823	7,823	7,823	7,823	7,823	7,823	7,823	7,823	7,823	7,823	7,823
Enrollment Summer	0.00%	4,541	4,541	4,541	4,541	4,541	4,541	4,541	4,541	4,541	4,541	4,541	4,541
Revenue													
Student Fee Fall	2.00%	333,397	340,065	346,866	353,803	360,879	368,097	375,459	382,968	390,627	398,440	406,409	414,537
Student Fee Winter	2.00%	333,397	340,065	346,866	353,803	360,879	368,097	375,459	382,968	390,627	398,440	406,409	414,537
Student Fee Spring	2.00%	43,771	44,647	45,539	46,450	47,379	48,327	49,293	50,279	51,285	52,311	53,357	54,424
Student Fee Summer	2.00%	25,408	25,916	26,434	26,963	27,502	28,052	28,613	29,185	29,769	30,365	30,972	31,591
Available Students' Union Funding	Fixed Rate	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000
Lights on Operating Funding	2.00%	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue		1,095,972	1,110,692	1,125,705	1,141,020	1,156,640	1,172,573	1,188,824	1,205,401	1,222,309	1,239,555	1,257,146	1,275,089
Expenses													
Utilities	2.00%	9,899	10,097	10,299	10,505	10,715	10,929	11,147	11,370	11,598	11,830	12,066	12,308
Maintenance	2.00%	12,727	12,981	13,241	13,506	13,776	14,051	14,332	14,619	14,911	15,210	15,514	15,824
Overhead (includes Insurance)	2.00%	3,535	3,606	3,678	3,752	3,827	3,903	3,981	4,061	4,142	4,225	4,309	4,396
Capital Amortization - Supported Bldg		257,500	257,500	257,500	257,500	257,500	257,500	257,500	257,500	257,500	257,500	257,500	257,500
Interest Expense	Fixed Rate	328,020	307,845	286,855	265,016	242,296	218,658	194,064	168,477	168,477	168,477	168,477	168,477
Total Expenses		611,681	592,029	571,572	550,278	528,113	505,041	481,026	456,028	456,629	457,242	457,867	458,505
Net Income (Loss)		484,292	518,663	554,133	590,741	628,527	667,532	707,799	749,373	765,680	782,313	799,279	816,584
Cummulative Contribution		3,913,295	4,431,958	4,986,091	5,576,833	6,205,360	6,872,891	7,580,690	8,330,063	9,095,743	9,878,056	10,677,335	11,493,919
Reconciliation to Cash Flow													
Add back Amortization		257,500	257,500	257,500	257,500	257,500	257,500	257,500	257,500	257,500	257,500	257,500	257,500
Add back Interest Expense		328,020	307,845	286,855	265,016	242,296	218,658	194,064	168,477	168,477	168,477	168,477	168,477
Less Debt Payment		-827,403	-827,403	-827,403	-827,403	-827,403	-827,403	-827,403	-827,403	-827,403	-827,403	-827,403	-827,403
Net Cash Flow		242,408	256,604	271,084	285,854	300,919	316,286	331,960	347,947	364,254	380,887	397,853	415,158
Cummulative Cash Flow		2,085,519	2,342,123	2,613,208	2,899,062	3,199,981	3,516,267	3,848,227	4,196,174	4,560,428	4,941,315	5,339,168	5,754,325

Enrollment Sensitivity Analysis
Excess Revenue over Debt Service Costs 124,512 Includes fees and available SU contribution.
Average Annual Fee per Enrolled Individual 14
Represents Decline in Enrollment 8,745

Decline In Percentage Terms 21% Sensitivity declines over time as the fee is indexed.

Capital Cost of Expanded Area = \$10.3 million
Capital Amortization is calculated using straight line over 40 years = \$257,500 per year

**RESOLUTION OF
THE BOARD OF GOVERNORS OF THE UNIVERSITY OF ALBERTA**

Whereas:

- A. The Board of Governors, to carry out the purposes of the University, deems it appropriate and necessary to proceed with the construction of the Students' Union Building Addition and Renovation project at a currently budgeted cost of Thirteen Million Four Hundred Thousand Dollars in Canadian funds (\$13,400,000.00) (the "Project");

And

- B. The Board of Governors considers it appropriate and necessary that the University, in accordance with this Resolution, fund the Project by borrowing an amount not to exceed Thirteen Million Dollars in Canadian funds (\$13,000,000.00) from the Lender defined herein;

And

- C. The Students' Union of the University of Alberta has agreed to support the borrowing costs associated with the Project through the assessing of a student fee, which was approved by referendum in March 2012, and providing additional direct annual financial support of up to \$360,000.

IT IS HEREBY RESOLVED THAT:

1. Pursuant to Section 73 of the *Post-Secondary Learning Act* and subject to the prior approval of the Lieutenant Governor in Council, the Board of Governors, for the purposes of the University, authorizes and approves the borrowing of an amount not to exceed Thirteen Million Dollars in Canadian funds (\$13,000,000.00) (the "Loan") to fund the Project.
2. The Loan be:
 - (a) from a lender (the "Lender") which is the Alberta Capital Finance Authority in an amount not to exceed Thirteen Million Dollars in Canadian funds (\$13,000,000.00);
 - (b) for a term not to exceed twenty-five (25) years;
 - (c) at an interest rate not to exceed four percent (4%) per annum;

and that within the foregoing parameters, the establishment of the amount, term and interest rate be made by the Vice-President (Finance and Administration).

3. To secure the repayment of the Loan, the University grants to the Lender such security as may be required by the Lender and agreed to by the Vice-President (Finance and Administration).
4. The Vice-President (Finance and Administration) be and is hereby authorized for and on behalf of the University:
 - a) to negotiate, execute and deliver to the Lender such notes, bonds, debentures or other securities in such form, with or without seal, and containing such terms and conditions related to the Loan including amount, denomination, time and place of payment, principal and interest and redemption as agreed with such Lender;
 - b) to include in the security agreed with such Lender in conjunction with the Loan all such securities, debentures, charges, pledges, mortgages, conveyances, assignments and transfers to or in favour of the Lender of all or any property, real or personal, moveable or immovable, owned by the University or in which it may have an interest as may be agreed with such Lender;
 - c) to give to the Lender any other documents or contracts necessary to give or furnish to the Lender the security or securities required by the Lender including without limiting the generality of the foregoing, all or any receivables, book debts due or growing due, stocks, bonds, insurance policies, promissory notes, bills of exchange and securities of all kinds.
5. All agreements, securities, documents and instruments purporting to be signed, made, drawn, accepted, executed or endorsed as hereinbefore provided shall be valid and binding upon the University.
6. The Lender shall be furnished with a certified copy of this Resolution.

I hereby certify that this Resolution has full force and effect on the ____ day of _____, 2013.

Chair of The Board of Governors of the
University of Alberta

OUTLINE OF ISSUE

Agenda Title: **Fraud and Irregularity Reporting and Response Procedure**

Motion: THAT the Board of Governors, on the recommendation of the Board Audit Committee, approve the revision, as noted in the attached document, to the Fraud and Irregularity Reporting and Response Procedure.

Item

Action Requested	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Recommendation <input type="checkbox"/> Discussion/Advice <input type="checkbox"/> Information
Proposed by	Mary Persson, Associate Vice-President (Audit and Analysis)
Presenters	Phyllis Clark, Vice-President (Finance and Administration); Mary Persson, Associate Vice-President (Audit and Analysis)
Subject	Fraud and Irregularity Reporting and Response Procedure

Details

Responsibility	Provost and Vice-President (Academic) & Vice-President (Finance & Administration)
The Purpose of the Proposal is (please be specific)	To bring the President and Vice-Chancellor into the Fraud and Irregularity Reporting and Response Procedure when incidents or complaints are made involving a Vice-President or a direct report to a Vice-President.
The Impact of the Proposal is	To clarify a perceived conflict of interest
Replaces/Revises (eg, policies, resolutions)	Fraud and Irregularity Reporting and Response Procedure (last updated on December 7, 2007).
Timeline/Implementation Date	To be formally implemented on May 10, 2013
Estimated Cost	n/a
Sources of Funding	n/a
Notes	The AASUA Executive Director reviewed the changes to the procedures as shown underlined and had no comments but rather supported the changes. The AASUA plans to provide comments to the entire policy and procedure as it presently exists for further discussion with administration.

Alignment/Compliance

Alignment with Guiding Documents	
Compliance with Legislation, Policy and/or Procedure Relevant to the Proposal (please quote legislation and include identifying section numbers)	<p>3. MANDATE OF THE COMMITTEE</p> <p><i>Except as provided in Section 4 hereof and in the Board's General Committee Terms of Reference, the Committee shall monitor, evaluate and make decisions on behalf of the Board with respect to all auditing, financial reporting and internal control functions relating to the University.</i></p> <p><i>Without limiting the generality of the foregoing the Committee shall: [...]</i></p> <p><i>(d) inquire of the senior administrative officers (Administration) of the University (including the University Auditor) and the external auditor about significant risks or exposures and assess the steps Administration has taken to minimize such risk to the University and more specifically;</i></p> <p><i>i) Given that it is the responsibility of the Board, in consultation with management, to identify the principal risks facing the</i></p>

Item No. 5.1

	<p><i>University, determine the University's tolerance for risk and approve risk management policies, the Committee shall focus on financial risk and gain reasonable assurance that financial risk is being effectively managed or controlled by: [...]</i></p> <p style="text-align: center;"><i>c. reviewing with Administration the University's policies and any proposed changes thereto for managing those significant financial risks; [...]</i></p> <p>4. LIMITATIONS ON DELEGATION BY THE BOARD <i>The general delegation of authority by the Board to the Committee shall be limited as set out in this paragraph. Notwithstanding the general delegation of authority to the Committee as set out in Section 3, the Committee shall bring to the Board for final approval or information: [...]</i></p> <p><i>(d) the review and approval of decisions with respect to information from the Auditor general or the University Auditor on controls or related matters the Chair of the Committee or the Committee may consider prudent or necessary.</i></p>
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Routing (Include meeting dates)

Consultative Route (parties who have seen the proposal and in what capacity)	President – March 2013 AASUA – May 2013
Approval Route (Governance) (including meeting dates)	Board Audit Committee, April 22, 2013 – For Recommendation Board of Governors, June 21, 2013 – For Approval
Final Approver	Board of Governors

Attachments:

1. Fraud and Irregularity Policy (for information) (2 pages)
2. Fraud and Irregularity Reporting and Response Procedure (for approval) (5 pages)

Prepared by: Mary Persson, Associate Vice-President, Audit and Analysis (mary.persson@ualberta.ca, 780-492-4762)



U of A Policies and Procedures On-Line (UAPPOL)

Go to:	[Overview]	[Purpose]	[POLICY]	[DEFINITIONS]	[RELATED LINKS]
This document is the parent policy for any associated procedures or appendices. Questions regarding this policy should be addressed to the Office of Administrative Responsibility.					

Fraud and Irregularity Policy

Office of Accountability:	Provost and Vice-President (Academic) and Vice-President (Finance and Administration)
Office of Administrative Responsibility:	Internal Audit Services and Office of General Counsel
Approver:	Board of Governors

Overview

The University of Alberta is committed to the highest standards of ethical conduct and fiduciary responsibility and therefore treats matters of **fraud** and **irregularity** with the utmost seriousness.

The Board of Governors has the authority to manage and to operate the University, pursuant to the Post-Secondary Learning Act of Alberta section 60 (1).

Purpose

The purpose of this policy is to:

- State the University's position on fraud and irregularity.

POLICY

Compliance with University policy extends to all members of the University community. [\[▲Top\]](#)

Fraud, including fraud that benefits the University, will not be tolerated.

Employees who commit an act of fraud or irregularity will be subject to disciplinary action up to and including termination of employment and prosecution if appropriate.

The University, to the extent reasonably possible, will recover any losses incurred through financial improprieties.

All staff have an obligation to report suspected fraud or irregularity.

The University will adhere to the principles of ethical conduct and reporting of wrongdoing contained in the University's Ethical Conduct and Safe Disclosure Policy. When responding to allegations of fraud or irregularity the University will follow the protocol outlined in the Fraud and Irregularity Reporting and Response Procedure.

DEFINITIONS

Any definitions listed in the following table apply to this document only with no implied or intended institution-wide use. [\[▲Top\]](#)

Fraud	A deliberate and/or unlawful deception, misrepresentation or concealment of facts practiced to secure advantage, benefit or gain and/or to cause loss to another. Examples of fraud for the purposes of this policy include:
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U of A Policies and Procedures On-Line (UAPPOL)

	<ul style="list-style-type: none">• Misrepresentation of material facts• Concealment of material facts• Bribery• Undeclared conflict of interest• Theft of money or property• Theft of intellectual property• Theft of identity• Breach of fiduciary duty• Statutory offences
Irregularity	<p>An activity or potential activity that deliberately disregards University regulations or procedures (such as the Conflict Policy – Conflict of Interest and Commitment and Institutional Conflict).</p> <p>Includes concerns regarding questionable accounting or auditing matters within the University.</p> <p>The scope of this policy is limited to activities related to, or funds or property owned by, or in the care of, the University of Alberta.</p>

RELATED LINKS

Should a link fail, please contact uappol@ualberta.ca. [[▲Top](#)]

[Ethical Conduct and Safe Disclosure Policy](#)

[Office of Internal Audit Services](#)



U of A Policies and Procedures On-Line (UAPPOL)

Approval Date: December 7, 2007

Parent Policy: [Fraud and Irregularity Policy](#)

Fraud and Irregularity Reporting and Response Procedure

Office of Administrative Responsibility:	Internal Audit Services and Office of General Counsel
Approver:	Board of Governors
Scope:	Compliance with University procedure extends to all members of the University community.

Purpose

To document the protocol regarding incidents of suspected **fraud** and **irregularity** that:

- Facilitates a timely and professional response to any suspicion or suggestion of fraud or irregularity.
- Provides for the assignment of responsibility for investigating the incident.
- Establishes a review process that helps ensure appropriate and consistent action is taken.
- Provides for review of the circumstances of the incident, addresses measures to prevent a recurrence, and implements any action needed to strengthen future responses to fraud or irregularity.
- Provides for the determination and securing of evidence necessary for disciplinary and/or criminal action.
- Establishes a basis on which external specialist(s) should be involved.
- Keeps all relevant personnel suitably informed while respecting requirements for confidentiality.
- Helps recover losses and prevent further losses.

PROCEDURE

1. REPORTING PROCEDURES

Suspected instances of fraud or irregularity must be reported to the University Auditor, Internal Audit Services (IAS). The following notifications normally apply:

- a. Employees should report suspected instances of fraud or irregularity to their immediate supervisor or the next appropriate management level. It is the responsibility of a supervisor or relevant manager/executive to ensure that the suspicion of fraud or irregularity is reported to the University Auditor.
- b. In cases where an individual is not comfortable with the process as outlined above, the incident should be reported directly to the University Auditor.
- c. If an individual reports a suspected instance of financial impropriety to a Governor, the Governor is to report the incident to the University Auditor.
- d. If the allegation of fraud or irregularity involves Internal Audit Services, the following protocol will apply:
 - i. For a disclosure of suspected impropriety involving Internal Audit Services, the incident should be reported to the Vice-President (Finance and Administration).



U of A Policies and Procedures On-Line (UAPPOL)

ii. For a disclosure of suspected impropriety involving both Internal Audit Services and the Vice-President (Finance and Administration), reporting should be to the Provost and Vice-President (Academic).

iii. For a disclosure of suspected impropriety involving Internal Audit Services, the Vice-President Finance and Administration and the Provost and Vice-President Academic, reporting will be to the Chair of the Board of Governor's Audit Committee.

Reports can be made verbally or in writing, and can be made openly, confidentially or anonymously. Reporting an allegation anonymously may affect the University's ability to conduct a competent investigation.

Any person(s) suspected of fraud or irregularity should not be confronted prior to commencement of the investigation process. Records related to the activity may need to be seized before the suspected person(s) becomes aware of any investigation. The University can access an employee's office or electronic files.

2. RESPONDING TO REPORTS

Internal Audit Services, has the primary responsibility for coordinating investigations of allegations of fraud or irregularity. Should this occur concurrently with other misconduct proceedings involving an employee pursuant to a collective agreement, IAS will coordinate with Human Resource Services.

When a report is received, the University Auditor, in determining whether and how to proceed with a review, will consult with the Office of General Counsel, and will consider whether:

- a. the allegations or suspicions, if true, constitute a fraud or a serious or substantial violation under University policy;
- b. the information provided is specific enough to be investigated;
- c. the subject matter is within the University's authority to investigate (i.e. the financial irregularity is within the jurisdiction of the institution to audit); and
- d. the allegation contains directly, or points to, corroborating evidence that can give the allegation credibility.

If the above criteria are not met, the University Auditor may decline to proceed with a review. Alternative means of dealing with the allegation may be considered. The University Auditor's decision will be documented. Should a decision not to proceed be made, the University Auditor will communicate the decision to the person who made the allegation, unless that communication is not reasonably possible.

If the above criteria are met, a preliminary review into allegations of fraud or irregularity will be conducted by Internal Audit Services to determine if there are reasonable and probable grounds to warrant further investigation. The preliminary review will be conducted in a timely and confidential manner.

If IAS confirms that there is sufficient cause or predication to continue, the Provost and Vice-President (Academic) and the Vice-President (Finance and Administration) will be informed of the incident. Should the incident involve a Vice-President, or an employee reporting directly to a Vice-President, the President and Vice-Chancellor will also be informed.

The University Auditor, in consultation with the Provost and Vice-President (Academic) and the Vice-President (Finance and Administration), may convene a working group to support further investigations. This working group may be comprised of the Office of General Counsel, a representative of the Vice-Provost and Associate Vice-President (Human Resources), and others as deemed appropriate.

If specialist skills are required, external specialists should be consulted/acquired to augment the investigation.

The following will apply to all elements of the investigation:

Employees suspected of financial improprieties have legal rights that must be respected



U of A Policies and Procedures On-Line (UAPPOL)

All parties to an investigation shall be treated fairly and in compliance with the collective agreements.

All employees are required to be truthful and cooperative in investigations of allegations.

Requests for confidentiality, by those required to participate in an investigation, will be honoured to the extent reasonably possible.

Participants are entitled to protection from retaliation for having participated in an investigation.

If, in the opinion of the investigating team, fraud is probable, employees suspected of such impropriety generally should be suspended or placed on leave, with or without pay, pending investigation.

The University Auditor will prepare a report for review by the Office of General Counsel prior to dissemination. Reports will be addressed to the Provost and Vice-President (Academic) and the Vice-President (Finance and Administration). Should the incident reviewed involve a Vice-President, or an employee reporting directly to a Vice-President, the report will be provided to the President and Vice-Chancellor. Further dissemination of the report will be determined by the Provost and Vice-President (Academic) or the President and Vice-Chancellor. The University Auditor will forward a summary of the report to the Audit Committee Chair.

Recommendations for improvements to internal controls that will assist in the prevention or detection of similar events will be reported.

The University Auditor will provide the Board Audit Committee and/or Chair of the Board Audit Committee with a summary of all reported incidents of suspected fraud or irregularity and the disposition of each incident.

Any decision to refer the investigation results to a law enforcement agency will be made by the Provost and Vice-President (Academic), or alternatively the President and Vice-Chancellor, in consultation with the Office of General Counsel.

The Vice-Provost and Associate Vice-President (Human Resources), or a representative, will provide guidance related to action (disciplinary) required as a result of any response to or investigation of fraud or irregularity. Any disciplinary action initiated as a result of an investigation pursuant to this procedure will adhere to the applicable collective agreement. Should it be warranted, the Provost and Associate Vice-President (Human Resources), or a representative, with guidance from the Office of General Counsel, will facilitate the dissemination of information to the appropriate association.

At the discretion of the University Auditor, the details of an investigation may be shared with an investigator assigned to conduct related disciplinary investigations.

If an allegation or complaint cannot, for any reason, be satisfactorily examined and dealt with through these procedures, the Board Audit Committee has final responsibility for determining an alternative approach.

3. CONFIDENTIALITY

Disclosure of suspected fraud or irregularity may be made in confidence. Confidentiality, however, is subject to the provisions of the Freedom of Information and Protection of Privacy Act (Alberta), other legislation, and the University's policies.

All participants in a fraud or irregularity investigation shall keep the details and results of the investigation confidential. The details and results of investigations should not be disclosed or discussed with anyone other than those personnel associated with the University who have a legitimate need to know such results in order to perform their duties and responsibilities.

It is recognized that investigators of incidents will share information with senior management, the Board of Governors Audit Committee, the Board of Governors, University solicitors and/or law enforcement agencies.



U of A Policies and Procedures On-Line (UAPPOL)

4. REPORTING CONTENT

Reports of suspected fraud or irregularity should be as specific as possible. The report should:

- describe the nature of the suspected impropriety;
- contain the name of the person(s) believed to have engaged in the impropriety;
- note the location/organizational unit where the incident occurred;
- outline the dates of the incidents, if known;
- indicate whether management was previously informed of the concern;
- outline how the concern came to light;
- point to any documentation that may support the allegation;
- include a detailed description of the incidents and any other relevant information, including any supporting documentation; and
- provide contact information, if the allegation is not anonymous.

DEFINITIONS

Any definitions listed in the following table apply to this document only with no implied or intended institution-wide use. [▲ Top]	
Fraud	<p>A deliberate and/or unlawful deception, misrepresentation or concealment of facts practiced to secure advantage, benefit or gain and/or to cause loss to another.</p> <p>Examples of fraud for the purposes of this policy include:</p> <ul style="list-style-type: none"> - Misrepresentation of material facts - Concealment of material facts - Bribery - Undeclared conflict of interest - Theft of money or property - Theft of intellectual property - Theft of identity - Breach of fiduciary duty - Statutory offences
Irregularity	An activity or potential activity that deliberately disregards University regulations or procedures (such as the Conflict Policy – Conflict of



U of A Policies and Procedures On-Line (UAPPOL)

	<p>Interest and Commitment and Institutional Conflict).</p> <p>Includes concerns regarding questionable accounting or auditing matters within the University.</p> <p>The scope of this policy is limited to activities related to, or funds or property owned by, or in the care of, the University of Alberta.</p>
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FORMS

There are no forms for this Procedure. [[▲Top](#)]

RELATED LINKS

Should a link fail, please contact uappol@ualberta.ca. [[▲Top](#)]

[Code of Student Behaviour](#) (University of Alberta)

[Conflict Policy - Conflict of Interest and Commitment, and Institutional Conflict](#) (UAPPOL)

[Ethical Conduct and Safe Disclosure Policy](#) (UAPPOL)

[Freedom of Information and Protection of Privacy Act](#) (Government of Alberta)

[Research and Scholarship Integrity Policy](#)~~GFC Policy Manual – Section 96~~ (University of Alberta)

[Internal Audit Activity Charter](#) (University of Alberta)

[Postdoctoral Fellows Policy](#) (UAPPOL)

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OUTLINE OF ISSUE

Agenda Title: **Board Investment Committee – Terms of Reference**

Motion: That the Board of Governors, on the recommendation of the Board Investment Committee, approve the revised Terms of Reference for the Board Investment Committee, as set forth in Attachment 1 to the agenda documentation.

Item

Action Requested	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Recommendation <input type="checkbox"/> Discussion/Advice <input type="checkbox"/> Information
Proposed by	Bob Kamp, Chair, Board Investment Committee
Presenter	Bob Kamp, Chair, Board Investment Committee
Subject	Board Investment Committee Terms of Reference

Details

Responsibility	Vice-President (Finance and Administration)
The Purpose of the Proposal is (please be specific)	To update the current Terms of Reference for the Board Investment Committee.
The Impact of the Proposal is	It is proposed that the number of members from the general public be increased from seven to eight. This will allow for increased participation from subject matter experts while at the same time retaining continuity of the existing membership. Given management's investment risk and performance monitoring capabilities, it is proposed that responsibility for the appointment and termination of external investment managers and advisors reside with management. The Board Investment Committee's role will focus more on oversight and less on operational matters. The Committee will continue to approve all investment manager mandates and will regularly review management's process for appointing and terminating external investment managers.
Replaces/Revises (eg, policies, resolutions)	Replaces existing Terms of Reference for the Board Investment Committee that were approved by the Board of Governors on October 21, 2011.
Timeline/Implementation Date	Implementation date is July 1, 2013
Estimated Cost	Not Applicable
Sources of Funding	Not Applicable
Notes	None

Alignment/Compliance

Alignment with Guiding Documents	Dare to Discover: Cornerstone - Transformative Organization and Support Enables the development of an endowment comparable to the best public research universities in the world
Compliance with Legislation, Policy and/or Procedure Relevant to the Proposal (please quote legislation and include identifying section numbers)	Board Investment Committee Terms of Reference <i>3. MANDATE OF THE COMMITTEE</i> <i>Except as provided in paragraph 4 and in the Board's General Committee Terms of Reference, the Committee shall monitor, evaluate and make decisions on behalf of the Board with respect to all</i>

Item No. 6.1

	<p><i>investments, including both short-term and long-term investments (“Investments”). The Committee shall also consider such other matters delegated to the Committee by the Board.</i></p> <p><i>Without limiting the generality of the foregoing the Committee shall:</i></p> <p><i>(d) annually review the terms of reference of the Committee and recommend to the Board any required changes</i></p> <p>UNIVERSITY OF ALBERTA STANDING AND OTHER COMMITTEES OF THE BOARD OF GOVERNORS GENERAL TERMS OF REFERENCE</p> <p>The General Terms of Reference for Board Committees section 1(b) states the following (emphasis added):</p> <p><i>For greater certainty the delegation of authority to the Committees is intended to permit the Board to pursue major policy and strategic issues. In particular the delegation of authority to the Committees is intended to be sufficiently broad so that as a result the issues which remain with the Board or which would be referred by a Committee to the Board would generally be in the nature of the following:</i></p> <p><i>i. high level strategic, budgetary and stewardship policy issues or matters of significant risk to the University;</i></p> <p><i>ii. any matter involving an alteration in the mandate, terms of reference, membership, or structure of a Committee;</i></p>
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Routing (Include meeting dates)

Consultative Route (parties who have seen the proposal and in what capacity)	None
Approval Route (Governance) (including meeting dates)	Board Investment Committee, April 26, 2013 (for recommendation) Board Investment Committee, June 4, 2013 (for recommendation) Board of Governors, June 21, 2013 (for approval)
Final Approver	Board of Governors

Attachments:

1. Draft Board Investment Committee Terms of Reference (clean) – 2 pages
2. Draft Board Investment Committee Terms of Reference (track changes) – 3 pages
3. Board Investment Committee Terms of Reference (as approved on October 21, 2011) – 2 pages

Prepared by: Ron Ritter, Director, Investments and Treasury, 780-492-9987, ron.ritter@ualberta.ca



BOARD INVESTMENT COMMITTEE Terms of Reference

1. AUTHORITY

- (a) The Board Investment Committee (the "Committee") is created by and is responsible to the Board of Governors (the "Board") of the University of Alberta (the "University").
- (b) The Vice-President (Finance and Administration) shall provide management support to the Committee.
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2. COMPOSITION OF COMMITTEE

- a) Voting Members appointed by the Board (ordinarily a maximum of 12 voting members)
 - (1) Two Board members from the membership categories identified by the *Alberta Post-Secondary Learning Act (the Act)* as *general public, alumni* and *Senate* subject to 2 (c) below
 - (2) Three to eight members of the general public
 - (3) The Board Chair, by virtue of office
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 - (5) The Chancellor, by virtue of office
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- (b) review and recommend to the Board, the Endowment Objectives and the Endowment Spending Policy for the University.
- (c) review and recommend to the Board, Investment Policies for the University.
- (d) annually review the terms of reference of the Committee and recommend to the Board any required changes.
- (e) annually provide advice to the President, through the Chair of the Investment Committee, with respect to the responsibilities and performance (in relation thereto) of those Vice-Presidents whose responsibilities are within the mandate of the Committee.
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- (g) establish and document the basic investment principles and beliefs held by the Committee.
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2011-02-11	Board of Governors	Approved
2011-09-26	Board Investment Committee	Approved / Recommendation to the Board
2011-10-21	Board of Governors	Approved
2013-06-04	Board Investment Committee	Approved / Recommendation to the Board
2013-06-21	Board of Governors	Approved



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2011-10-21	Board of Governors	Approved
2013-0642-461	Board Investment Committee	Approved / Recommendation to the Board
2013-063-215	Board of Governors	Approved



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2011-10-21	Board of Governors	Approved

OUTLINE OF ISSUE

Agenda Title: **University Funds Investment Policy**

Motion: THAT the Board of Governors, on the recommendation of the Board Investment Committee, approve the revised University Funds Investment Policy, as set forth in Attachment 1 to the agenda documentation.

Item

Action Requested	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Recommendation <input type="checkbox"/> Discussion/Advice <input type="checkbox"/> Information
Proposed by	Bob Kamp, Chair, Board Investment Committee
Presenter	Bob Kamp, Chair, Board Investment Committee
Subject	University Funds Investment Policy

Details

Responsibility	Vice-President (Finance and Administration)																																																																								
The Purpose of the Proposal is (please be specific)	To implement a revised University Funds Investment Policy that is expected to have a higher probability of maintaining the real value of the Unitized Endowment Pool (UEP) (after inflation and spending).																																																																								
The Impact of the Proposal is	<p>Asset allocation is the most important factor for determining future returns and risk for any investment program/policy. The proposed changes to the University Funds Investment Policy introduce a new approach to asset allocation. To date, asset allocation has been based on traditional asset class categories; fixed income, equities, and alternative investments. The proposed investment policy categorizes each asset class by the strategic role it plays in meeting the University's investment objectives. The following four strategic categories have been identified; growth, inflation sensitive, deflation hedging, and diversifiers.</p> <p>The asset allocation according to the four strategic roles for both the current and proposed investment policies is found in the table below.</p> <table border="1" data-bbox="771 1302 1307 1936"> <thead> <tr> <th></th> <th>Current Policy</th> <th>Proposed Policy</th> </tr> </thead> <tbody> <tr> <td>Growth</td> <td></td> <td></td> </tr> <tr> <td>Canadian Equity</td> <td>20%</td> <td>13%</td> </tr> <tr> <td>Global Equity</td> <td>40%</td> <td>30%</td> </tr> <tr> <td>Emerging Markets Equity</td> <td>0%</td> <td>10%</td> </tr> <tr> <td>Equity Hedge Funds</td> <td>0%</td> <td>0%</td> </tr> <tr> <td>Private Equity</td> <td>6%</td> <td>6%</td> </tr> <tr> <td></td> <td>66%</td> <td>59%</td> </tr> <tr> <td>Inflation Sensitive</td> <td></td> <td></td> </tr> <tr> <td>Real Estate & Infrastructure</td> <td>6%</td> <td>5%</td> </tr> <tr> <td>Natural Resource Equity</td> <td>0%</td> <td>5%</td> </tr> <tr> <td>Commodities</td> <td>0%</td> <td>5%</td> </tr> <tr> <td>Oil & Gas</td> <td>0%</td> <td>5%</td> </tr> <tr> <td>Real Return Bonds</td> <td>0%</td> <td>0%</td> </tr> <tr> <td></td> <td>6%</td> <td>20%</td> </tr> <tr> <td>Deflation Hedging</td> <td></td> <td></td> </tr> <tr> <td>Canadian Bonds</td> <td>20%</td> <td>16%</td> </tr> <tr> <td></td> <td>20%</td> <td>16%</td> </tr> <tr> <td>Diversifiers</td> <td></td> <td></td> </tr> <tr> <td>Absolute Return</td> <td>8%</td> <td>5%</td> </tr> <tr> <td>Cash</td> <td>0%</td> <td>0%</td> </tr> <tr> <td></td> <td>8%</td> <td>5%</td> </tr> <tr> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td>100%</td> <td>100%</td> </tr> </tbody> </table>		Current Policy	Proposed Policy	Growth			Canadian Equity	20%	13%	Global Equity	40%	30%	Emerging Markets Equity	0%	10%	Equity Hedge Funds	0%	0%	Private Equity	6%	6%		66%	59%	Inflation Sensitive			Real Estate & Infrastructure	6%	5%	Natural Resource Equity	0%	5%	Commodities	0%	5%	Oil & Gas	0%	5%	Real Return Bonds	0%	0%		6%	20%	Deflation Hedging			Canadian Bonds	20%	16%		20%	16%	Diversifiers			Absolute Return	8%	5%	Cash	0%	0%		8%	5%					100%	100%
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	<p>The asset allocation in the proposed policy increases the probability that the endowments will maintain their long-term real value, after spending and inflation, from 56% to 63%. This is accomplished through a combination of increased allocations to asset classes that respond well to inflation and asset classes that are expected to outperform publicly traded equities in developed markets. The real (after inflation) expected return of the portfolio increases from 5.95% to 6.48%. Expected risk, as measured by the standard deviation of returns, decreases slightly from 11.95% to 11.74%.</p>
Replaces/Revises (eg, policies, resolutions)	<p>This policy replaces the University Funds Investment Policy approved by the Board of Governors on October 21, 2011.</p>
Timeline/Implementation Date	<p>Rebalancing of the portfolio to the targets in the proposed investment policy will be done in a measured and incremental manner. The Board Investment Committee has been provided with a three year implementation plan through March 31, 2016.</p>
Estimated Cost	<p>Direct investment costs include fees charged for external investment management, custodial banking, consultants, advisors, external legal counsel and the Treasury unit within Financial Services. For the endowments these costs amounted to \$4.8 million in 2012/13, or 0.57% (57 basis points) of the average assets under management. While the implementation of the proposed asset mix is expected to result in an increase in direct investment costs, it is not expected to be significant. Cost increases may be mitigated through the use of passive investment strategies that seek to replicate market indices. Where active investment strategies are used, it is expected that over the mid to long-term these strategies will outperform their reference indices by more than the investment management fee.</p>
Sources of Funding	<p>The endowed funds primarily represent the University's endowments.</p>
Notes	<p>The University Funds Investment Policy states the following:</p> <p>“The objective of the UEP is to achieve a long-term rate of return that in real terms shall equal or exceed the rate of spending established in the UEP spending policy. The principle of intergenerational equity would require that the UEP be managed to provide the same level of support to future generations as current beneficiaries receive. This means that the value of the UEP should be preserved over time in real terms in order to maintain the future purchasing power of assets.”</p> <p>Management and the Board Investment Committee completed a comprehensive review of the University Funds Investment Policy that took into account the UEP Spending Policy and both current and future expected capital market conditions. An asset allocation study recently completed by the consulting firm Cambridge Associates indicated that for the current asset mix of the UEP and the current spending policy rate, the UEP has a 56% probability of maintaining its real value over the long-term.</p> <p>Cambridge Associates recommended changes to the asset allocation to improve this probability to 63%. However, the asset mix recommended by Cambridge Associates entailed a substantially more complex investment program. The Board Investment Committee requested that</p>

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Management complete additional studies and develop an asset allocation and implementation strategy for completion over a two to three year time frame.

The asset allocation contained in the proposed investment policy is the result of these additional studies. The risk and return characteristics of the proposed asset allocation are comparable to the Cambridge Associates recommendations and, at the same time, meet the following objectives:

- Significant enhancement to the inflation sensitive asset classes,
- Minimized decrease to the Canadian bond allocation,
- The Canadian equity allocation remains at a meaningful level,
- Private equity, absolute return strategies, and equity hedge fund of funds allocations are retained at their present policy levels, and
- The number of external investment manager increases but can be accommodated by current staff resourcing levels.

1.4 & 6.4 Other Non-Endowed Funds

These sections have been updated to reflect that funds for the Academic Supplementary Retirement Fund are invested in accordance with the agreement approved by the Board of Governors on October 14, 2010 and amended on June 15, 2012.

4.1 Goals (Return) and Risk Tolerance

Changes to this section include an introduction to the four strategic asset allocation categories. Specific levels of expected volatility as measured by the standard deviation of returns have now been referenced. Value at risk, expected tail loss risk, and probability of maintaining the real value of the endowments will be measured and monitored by Management.

4.2 Asset Allocation & 4.3 Portfolio Diversification

These sections have been combined under 4.2 Asset Allocation and categorized into the four strategic asset allocation categories. The target allocation to Canadian equity is reduced from 20% to 13%. The total allocation to foreign equities is maintained at 40% with a dedicated 10% allocation to emerging markets. An overall allocation of 20% to inflation sensitive asset classes will be created with 5% in each of Real Estate & Infrastructure, Natural Resource Equity, Commodities, and Oil & Gas. The allocation to Canadian bonds is reduced from 20% to 16%. The allocation to Absolute Return Strategies is being reduced from 8% to 5%.

4.4 Categories and Subcategories of Investments Restrictions and Quality Levels

Permitted investments are now grouped by their strategic asset allocation categories outlined in section 4.3. The detailed investment quality constraints for fixed income have been eliminated as the deflation hedging component of the proposed investment policy only contemplates investments in investment grade government and corporate bonds. Other manager specific constraints have been moved to the UEP Implementation Guidelines that are subject to Board Investment Committee approval.

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	<p>4.5 Use of Derivatives (now 4.4) This section has been updated to allow for the use of derivative financial instruments for gaining market exposure when deemed appropriate and cost effective. The use of derivatives by external managers will be regulated by their approved mandates to ensure that the University's liability is limited to the amount of its investment.</p> <p>4.6 Rate of Return Goals (now 4.4) This section has been updated to reflect how relative performance is measured. At present, the portfolio is measured against the current benchmark. The portfolio will transition to the target benchmark over the next three years.</p> <p>6.1 Non-Endowed Investment Pool - Investment Policy and Risk Tolerance (Internally Managed Investments) The maximum amount that may be invested with any single Canadian Schedule I or II chartered bank increases from 5% to 10% for the short-term portfolio and from 3% to 5% for the mid-term portfolio. This will allow the University to earn a slightly higher return with no meaningful increase in risk.</p> <p>6.2 Non-Endowed Investment Pool - Investment Policy and Risk Tolerance (Externally Managed Investments) The maximum investment with any non-governmental issuer increases from 5% and 8% to 10%. The maximum investment in any bank sponsored asset backed commercial paper trust/conduit increases from 3% to 5%. This will allow the University to earn a slightly higher return with no meaningful increase in risk.</p>
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Alignment/Compliance

Alignment with Guiding Documents	<p>Dare to Discover: Cornerstone - Transformative Organization and Support</p> <p>Enables the development of an endowment comparable to the best public research universities in the world</p>
Compliance with Legislation, Policy and/or Procedure Relevant to the Proposal (please quote legislation and include identifying section numbers)	<p>Post-Secondary Learning Act (PSLA) Section 75: Banking and Investment</p> <p>(1) A board must, for the purposes of short-term cash management, keep its funds in a bank, a treasury branch, a credit union, a loan corporation or a trust corporation.</p> <p>(2) When making investments a board must adhere to the investment and lending policies, standards and procedures approved under subsection (3).</p> <p>(3) The board must, by resolution, approve policies, standards and procedures that a reasonable and prudent person would apply in respect of a portfolio of investments to avoid undue risk of loss and to obtain a reasonable return.</p> <p>(4) The contravention of subsection (2) does not by itself make any agreement or transaction void or invalid.</p>

	<p>Board Investment Committee Terms of Reference</p> <p>3. MANDATE OF THE COMMITTEE</p> <p><i>Except as provided in paragraph 4 and in the Board's General Committee Terms of Reference, the Committee shall monitor, evaluate and make decisions on behalf of the Board with respect to all investments, including both short-term and long-term investments ("Investments"). The Committee shall also consider such other matters delegated to the Committee by the Board.</i></p> <p><i>Without limiting the generality of the foregoing the Committee shall:</i></p> <p><i>(c) Review and recommend to the Board, Investment Policies for the University.</i></p> <p>4. LIMITATIONS ON DELEGATION BY THE BOARD</p> <p><i>The general delegation of authority by the Board to the Committee shall be limited as set out in this paragraph. Notwithstanding the general delegation of authority to the Committee as set out in paragraph 3, the Committee shall bring to the Board for final approval or information:</i></p> <p><i>(a) the approval of Investment Policies for the University.</i></p> <p><i>(b) the approval of the Endowment objectives and Spending Policy of the University.</i></p> <p><i>(c) The establishment of broad investment risk tolerances within which the University should operate in the area of Investments. Such tolerance levels shall be defined in terms of broad allocation to debt and equity within the investment pool, the level of desired diversification and the broad quality levels of investments to be made.</i></p>
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Routing (Include meeting dates)

Consultative Route (parties who have seen the proposal and in what capacity)	
Approval Route (Governance) (including meeting dates)	Board Investment Committee, April 26, 2013 (for recommendation) Board of Governors, June 21, 2013 (for approval)
Final Approver	Board of Governors

Attachments:

1. Draft University Funds Investment Policy (clean) – 11 pages
2. Draft University Funds Investment Policy (track changes) – 14 pages
3. University Funds Investment Policy (as approved on October 21, 2011) – 11 pages

Prepared by: Ron Ritter, Director, Investments and Treasury, 780-492-9987, ron.ritter@ualberta.ca

University Funds Investment Policy

Office of Accountability:	Vice President (Finance & Administration)
Office of Administrative Responsibility:	Financial Services
Approver:	Board of Governors
Scope:	Compliance with University policy extends to all members of the University community.

Purpose

The purpose of this investment policy is to establish a distinct asset allocation and risk tolerances for each of the University funds according to the individual fund's spending obligations, objectives, and liquidity requirements.

POLICY

1.0 DESCRIPTION OF UNIVERSITY FUNDS

1.1 Unitized Endowment Pool (UEP)

The UEP consists of the University's endowed trust funds or other funds of a permanent or long-term nature. In addition, external funds may be invested in the UEP including funds of affiliated organizations and funds where the University is a beneficiary.

1.2 Other Endowments

Other endowments consist of endowed trust funds, which cannot be pooled for investment purposes because of constraints or conditions attached to the funds.

1.3 Non-Endowed Investment Pool (NEIP)

The NEIP consists of expendable funds, which are pooled for investment purposes until the funds are required for expenditure. For cash flow management purposes the Short-Term Funds portion of the NEIP may include UEP funds.

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Other non-endowed funds consist of restricted non-endowed donations and the funds earmarked for the Academic Supplementary Retirement Plan, which cannot be pooled for investment purposes because of constraints or conditions attached to the funds.

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The University has accepted equity positions as a form of compensation for licensing a University created technology to a company. Through this activity the University has developed a portfolio of equity investments in both publicly and privately held companies. To facilitate the ongoing development of such companies the University may invest in venture capital limited partnerships. Governance responsibilities for these investments fall outside the Terms of Reference for the Board Investment Committee.

2.0 UNITIZED ENDOWMENT POOL (UEP)

2.1 General Description and Governance

The UEP represents the pooling of invested assets accumulated by or donated to the University for endowment purposes. The Province of Alberta's *Post-Secondary Learning Act*, Statutes of Alberta, 2003, Chapter P-19.5, Sections 75 and 76, provides The Governors of the University of Alberta with broad investment powers, the authority to pool funds and the authority to distribute income, subject to the terms of a trust on which it may be held.

The Board of Governors has delegated most investment governance responsibilities to the Board Investment Committee as documented in the Board Investment Committee's Terms of Reference. The Board of Governors has retained responsibility for the following matters (as outlined in this document):

- Approval of the investment policy for the University,
- Approval of the University's endowment objectives and spending policy, and
- Establishment of broad investment risk tolerances within which the University should operate.

The Investment Policy is subject to an annual review by the Board Investment Committee and any recommended changes require approval by the Board of Governors. Management's investment decisions are subject to the overall policy direction of the Board Investment Committee as reflected in this policy.

2.2 Nature of UEP Liabilities (Spending Policy)

The UEP provides funding to the faculties and departments of the University to be used for endowed purposes in accordance with the terms of each endowment or trust. The objective is an inflation indexed spending allocation, subject to certain conditions as outlined in the Unitized Endowment Pool Spending Policy. This policy may be amended from time to time by the Board of Governors to ensure that the real value of the endowments (i.e., net of inflation) is maintained.

3.0 MISSION OF THE UEP

The purpose of the UEP is to support current and future operations of the University in perpetuity.

The endowment has a two-fold mission:

- Foster an environment of academic excellence where superior teaching, learning and research can be pursued, and

Enable the University to achieve and maintain an enhanced level of financial strength and independence in its operations over the long run.

4.0 INVESTMENT OBJECTIVES OF THE UEP

4.1 Return and Risk Tolerance

The objective of the UEP is to achieve a long-term rate of return that in real terms shall equal or exceed the rate of spending established in the UEP spending policy.

The principle of intergenerational equity requires that the UEP be managed to provide the same level of support to future generations as current beneficiaries receive. This means that the value of the UEP should be preserved over time in real terms in order to maintain the future purchasing power of assets. In setting the spending and investment policies for the UEP, the focus should be not just to preserve but to grow the real value of assets over time, while maintaining a strong and stable level of support to the current operations of the University.

Assets will be allocated across four strategic classifications that are based on the role of the underlying assets in the portfolio, which include Growth, Deflation Hedging, Inflation Sensitive, and Diversifiers. In order to achieve these goals, the UEP will have to maintain a heavy weighting in Growth assets and less

liquid investment strategies. This is based on projected capital market assumptions which indicate that over long periods of time, these assets can be expected to provide returns that exceed the inflation adjusted rate of spending. Deflation Hedging strategies consist largely of government fixed income securities which are expected to provide protection in times of market stress, and support spending in a prolonged deflationary period. Conversely, Inflation Sensitive assets are expected to protect the fund from high or unanticipated inflation, while Diversifiers will consist of strategies that are expected to be uncorrelated with the other three classifications.

There are many types of risk that will affect the UEP's ability to achieve its return goal. The most important of which are investment related risks which may prevent the UEP from maintaining its real value over the long-term. The expected standard deviation of returns for the UEP's asset allocation is 11.7%. Given the long-term return expectations, this means that in 7 out of 10 years the UEP can be expected to earn a real return between 18.2% and -5.2%.

With respect to losses, Value at Risk and Expected Tail Loss Risk are also calculated for the portfolio and will be monitored. Intergenerational equity requires a balance between current and future spending. An asset allocation that produces returns well in excess of spending, will transfer a greater benefit to future generations at the expense of the current beneficiaries. The probability that the endowment will maintain its real value after spending over the long term will be monitored.

4.2 Asset Allocation

The long-term asset allocation will be determined by the following four factors:

- Long-term return, volatility, and correlation expectations for individual asset classes
- Diversification across asset classes and investment strategies
- Objective of a real rate of return that equals or exceeds the total rate of spending
- Projected liquidity requirements of the UEP

The infinite time horizon of the UEP allows for the adoption of a long-term asset allocation policy with a high allocation to Growth assets along the following parameters.

Long-Term Asset Mix			
	<u>Minimum</u>	<u>Target</u>	<u>Maximum</u>
Growth	55%	59%	70%
Inflation Sensitive	5%	20%	25%
Deflation Hedging	10%	16%	20%
Diversifiers	0%	5%	10%
Total		<u>100%</u>	

All investments will be undertaken with a view toward maintaining or enhancing the real value of the assets while meeting the current spending allocation.

The Board Investment Committee shall review investment mandates and investment managers selected for the management of the portfolio. Funds will normally be allocated to external managers, or, when determined to be advantageous, may be allocated to internal management.

Each investment manager shall adhere to this policy and must exercise the care, skill, diligence and judgment that a prudent investor would exercise in making investments. Investment managers are expected to be in compliance with all applicable laws and regulations as well as the Code of Ethics and Standards of Professional Conduct established by the CFA Institute.

To achieve diversification the UEP will invest in the following asset classes subject to indicated limits based on total market value.

Growth			
	Minimum	Target	Maximum
<i>Long-Only Equity</i>			
Canadian Equity	10%	13%	20%
Global Equity	25%	30%	35%
Emerging Markets Equity	0%	10%	15%
<i>Equity Hedge Funds</i>	0%	0%	10%
<i>Private Equity</i>	0%	6%	10%
		59%	
Inflation-Sensitive			
<i>Real Assets</i>			
Real Estate & Infrastructure	0%	5%	10%
Natural Resource Equity	0%	5%	10%
Commodities	0%	5%	10%
Oil & Gas	0%	5%	10%
Real Return Bonds	0%	0%	10%
		20%	
Deflation Hedging			
<i>Fixed Income</i>			
Canadian Government Bonds	10%	16%	20%
		16%	
Diversifiers			
<i>Marketable Alternatives</i>			
Absolute Return	0%	5%	10%
Cash	-5%	0%	5%
		5%	

4.3 Categories and Subcategories of Investments Restrictions and Quality Levels

Investments that are permitted shall be classified within the following general categories and restrictions and quality levels apply within the context of overall fund objectives and the asset allocation policy described above.

4.3.1 Money Market Securities

For cash flow management purposes a portion of the UEP is invested in the Short-Term Funds portion of the NEIP and managed according to section 6.1.1 and 6.2.1 of this policy as applicable.

4.3.2 Growth

Growth assets include marketable equity securities that trade on a recognized exchange, directional long/short equity hedge funds, and credit based long only fixed income strategies. Private investments include mezzanine debt, distressed debt, private equity, and venture capital.

4.3.3 Inflation Sensitive Inflation sensitive assets include inflation linked bonds, real estate, infrastructure, timberland, farmland, natural resource public equities, commodities, and private oil and gas.

4.3.4 Deflation Hedging

Deflation hedging assets include high quality government and investment grade corporate fixed income securities.

4.3.5 Diversifiers

Diversifiers include cash, active currency management, managed futures, and hedge fund strategies including but not limited to low beta long/short equity, market neutral, event driven, merger arbitrage, and global macro.

4.4 Use of Derivatives

Derivatives may be used for gaining market exposure, hedging, and risk management including the hedging of foreign currency exposure. Derivative products will not be used to leverage the UEP and will be fully collateralized by cash or cash equivalents. The use of derivative instruments by external managers to leverage the portfolio will be regulated by their approved mandates.

4.5 Rate of Return Goals

In order of priority, it is expected that the UEP will over any 4-year rolling period:

Firstly, achieve an annualized rate of return, before fees, of at least 5.25% above the Canadian Consumer Price Index (all items).

Secondly, achieve an annualized rate of return, in excess of the following composite benchmark of standard market indices. The current benchmark will be modified towards the target benchmark as the asset allocation contemplated by this policy is implemented.

Current Benchmark	
DEX Bond Universe	20%
S&P/TSX Composite	20%
MSCI World (ex Canada in local currency)	23%
MSCI World (ex Canada in Cad)	23%
Absolute Return (HFRI Fund of Funds Composite Index)	8%
Real Estate (IPD/Realpac Canada Annual Property Index)	6%
	<u>100%</u>

Target Benchmark	
DEX Bond Universe	16%
S&P/TSX Composite	13%
MSCI ACWI (ex Canada in local currency)	20%
MSCI ACWI (ex Canada in Cad)	20%
Marketable Alternatives (HFRI Fund of Funds Composite Index)	5%
Private Equity (Cambridge Associates Private Equity Index)	6%
Real Estate (IPD/Realpac Canada Annual Property Index)	5%
Commodity Index (TBD)	5%
Natural Resource Equity Index (TBD)	5%
Private Oil and Gas Index (TBD)	5%
	<u>100%</u>

Thirdly, achieve an above median return in comparison to other endowment funds with similar asset allocation and return objectives.

5.0 OTHER ENDOWMENTS

The assets of the Other Endowments shall be invested with the same goals, restrictions and quality levels as described above, subject to any stipulation required by contractual agreement, or by condition of the estate, or administrative arrangement.

6.0 NON-ENDOWED INVESTMENT POOL (NEIP)

6.1 Investment Policy and Risk Tolerance (Internally Managed Investments)

The purpose of the NEIP is to pool for investment purposes capital that is predominately short-term in nature. Trend-line growth of the capital base has created a substantial core balance that will likely be sustained on an on-going basis. Therefore, a maturity profile that is greater than what would be expected for funds with a short-term investment horizon is appropriate for a significant portion of the fund.

6.1.1 Short-Term Funds

Analysis indicates that maintaining a minimum of 33% of the peak NEIP balance, each year as at September 30th, in money market securities, is sufficient to meet the University's cash flow requirements. The primary objective for money market securities is liquidity and preservation of capital.

Money market securities include: cash on hand both domestic and foreign; Government of Canada treasury bills, notes, debentures and any obligations unconditionally guaranteed by the Government of Canada; provincial treasury bills, notes, debentures and any obligations unconditionally guaranteed by the provincial governments of Canada; Banker's Acceptances, Bearer Deposit Notes and other obligations issued by a Schedule I or II chartered bank carrying a short term debt rating of R-1(mid) or better as measured by two recognized debt rating services; and term deposits issued by an Alberta credit union that are 100% guaranteed by the Credit Union Deposit Guarantee Corporation. Money market securities must be maintained in assets maturing within one year.

There are no limitations on the amount that can be invested in money market securities issued by the Government of Canada or its guaranteed Crown corporations or agencies. The limitations on investments in money market securities issued by any single provincial government or its guaranteed agencies are as follows: a maximum 40% rated R-1(high), 30% rated R-1(mid), and 20% rated R-1(low) of the daily NEIP short-term market value. A minimum of 70% of the daily NEIP short-term market value that is managed internally will be invested in governmental issuers. A maximum of 5% may be invested in Alberta credit unions, subject to the Alberta provincial government limit above. A maximum of 10% of the daily NEIP short-term market value can be invested in any single non-governmental issuer.

6.1.2 Mid-Term Funds

Analysis indicates that a maximum of 33% of the peak NEIP balance, each year as at September 30th, can be allocated to bonds, debentures and internal loans maturing within five years. This allocation is monitored against the projected overall cash flow requirements of the University.

Internal loans to University faculties, departments and staff are considered to be part of the mid-term funds section of the NEIP. The Internal Loan Policy approved by the Board of Governors on October 24, 2003 governs internal loans.

Bonds and debentures must be denominated in Canadian dollars and are limited to; Government of Canada bonds, debentures and any obligations unconditionally guaranteed by the Government of Canada; provincial bonds, debentures and any obligations unconditionally guaranteed by a province of Canada; bonds and debentures issued by municipalities of Canada; obligations, bonds and debentures issued by a Schedule I or II chartered bank. Bonds and debentures shall have a rating of at least "A" as measured by two recognized debt rating agencies.

There are no limitations on the mid-term funds that can be invested in bonds and debentures issued by the Government of Canada or its guaranteed Crown corporations or agencies. Investment in bonds and debentures issued by any single provincial government or its guaranteed agencies is limited as follows: a maximum of 20% of the daily NEIP mid-term market value can be invested in rated "AAA", 15% in rated "AA" and, 10% in rated "A". A minimum of 70% of the daily NEIP mid-term market value that is managed internally will be invested in governmental issuers. A maximum of 5% of the daily NEIP mid-term market value can be

invested in obligations, bonds and debentures issued by any single municipality or Schedule I or II chartered bank.

6.1.3 Long-Term Core Funds

Analysis indicates that a maximum of 33% of the peak NEIP balance, each year as at September 30th, can be considered long-term core funds. Long-term core funds are not expected to require an urgent, unplanned or significant liquidation in a period of less than five years. Long-term core funds are invested in the UEP to provide a higher rate of return. This allocation is monitored against the projected overall cash flow requirements of the University.

For risk management purposes a reserve fund with a target value of 10% of the long-term core funds has been established. This reserve is funded through appropriations of half the earnings in excess of the spending allocation in any given year, and is invested in accordance with the Short-Term Funds portion of the NEIP.

6.2 Investment Policy and Risk Tolerance (Externally Managed Investments)

6.2.1 Short-Term Funds

Externally managed money market securities include instruments and obligations that are issued by or guaranteed by the following entities; obligations of banks including banker's acceptances and floating rate notes, corporate debt, corporate commercial paper, schedule I or II chartered bank sponsored asset backed commercial paper, sovereign governments, supranational agencies, US state governments, Canadian provincial governments and other money market securities. All investments shall be denominated as to principal and interest in a currency that is consistent with the mandate and in the case of securities lending the currency of the cash collateral. A maximum of 20% of money market securities may be maintained in assets maturing beyond one year. The primary objective for investments in these securities is liquidity and preservation of capital.

Externally managed money market securities in actively managed mandates shall have a rating of at least R-1 (low), with a limit of not more than 30% in this rating. Where passive investments are made in major fixed income indices, eligibility of an index will be determined by its suitability as an investment vehicle regardless of the rating of individual securities within the index.

There are no limitations on the amount that can be invested in money market securities issued by governments or their guaranteed corporations or agencies. A maximum of 10% can be invested in any single non-governmental issuer. Schedule I or II chartered bank asset backed commercial paper exposure will be limited to a maximum of 5% for any single trust/conduit.

6.2.2 Mid-Term Funds

Bonds and debentures are limited to publicly traded debt securities denominated in Canadian dollars.

A maximum of 20% of bonds and debentures may be maintained in assets maturing beyond five years. Bonds and debentures in actively managed mandates shall have a rating of at least "BBB" as measured by a recognized debt rating agency. The maximum "BBB" exposure will be 10% of fixed income in each actively managed portfolio. Where passive investments are made in major fixed income indices, eligibility of an index will be determined by its suitability as an investment vehicle regardless of the rating of individual bonds and debentures within the index.

There are no limitations on the amount that can be invested in bonds and debentures issued by governments or their guaranteed corporations or agencies. A maximum of 10% can be invested in bonds and debentures issued by any single municipality, non-governmental issuer, or Canadian-dollar denominated foreign-issuer.

6.2.3 Long-Term Core Funds

All long-term core funds are invested in the UEP and are managed in accordance with Sections 2 through 4 of this policy.

6.3 Performance Benchmarks

For each of these components of the NEIP the benchmark is:

Short-Term Funds	DEX 91 Day T-bill Index
Mid-Term Funds	DEX Short Term Bond Index
Long-Term Core Funds	UEP Composite Benchmark

6.4 Other Non-Endowed Funds

The assets of Restricted Non-Endowed Donations shall be invested with the same goals, restrictions and quality levels as described above and the University's Interest Procedure for Restricted Special Purpose and Restricted Research Accounts will apply, subject to any stipulation required by contractual agreement, or by condition of the estate, or administrative arrangement. The assets of the Academic Supplementary Retirement Plan shall be invested in accordance with the agreement.

7.0 GENERAL

7.1 Securities Lending and Commission Recapture

The securities may be loaned to investment dealers and banks as part of the custodian's lending program when it is deemed that such lending may add incremental return to the fund at minimal risk and provided the loan is collateralized with highly liquid and marketable securities in accordance with industry standards and marked-to-market and adjusted on a daily basis.

External equity investment managers may be directed to participate in a commission recapture program in order to help mitigate internal investment research related expenses.

7.2 Exercise of Proxies and Voting Rights

Proxy or other voting rights will be exercised in the best interest of the University. The responsibility for voting is normally delegated to the investment manager, but the University reserves the right to direct the investment manager on the voting of proxies.

7.3 Valuation of Infrequently Traded Investments

The valuation of infrequently traded investments shall be determined by the trustee or custodian of the fund. In the case of direct investments in real estate, the valuation shall be based on independent opinions of qualified appraisers as required.

7.4 Conflict of Interest Guidelines and Related Parties Transactions

The University's Conflict of Commitment and Conflict of Interest Policy will govern investment activities (General Faculties Council Policy # 35). Related Party transactions will be at fair market value.

7.5 Custody

To maintain a proper segregation of duties and adequate controls, all marketable securities held shall remain with a third-party custodian.

7.6 Policy Review

This policy shall be reviewed at least annually by the Board Investment Committee, who will either confirm or recommend changes to the Board of Governors. Upon recommendation from the Board Investment Committee, the Board of Governors can approve exceptions to this policy.

7.7 Donated Securities

Subject to market conditions, donated securities will generally be sold immediately upon receipt by the University. However, where it is advantageous to do so, and subject to the constraints of this policy, the University may hold these securities internally.

DEFINITIONS

These terms and definitions apply to this policy with no implied or intended institution-wide use.

Asset Allocation	The process of dividing investments into different asset classes, such as stocks, bonds, alternative assets, and cash in order to optimize the risk/return trade-off of a portfolio. This process is based on factors including investment time horizon, liquidity needs, risk tolerance, specific goals and situations, and legal and tax considerations.
Cambridge Associates Private Equity Index	An index produced by Cambridge Associates that tracks the total return for private equity.
Consumer Price Index (CPI)	A Statistics Canada index of retail prices for goods and services. Increases in the CPI are also referred to as increases in the cost of living and are directly correlated to increases in inflation.
Custodian	A financial institution, usually a bank or trust company, which holds an investment portfolio's securities and cash in safekeeping.
Deflation Hedging	Any asset class that serves the primary objective of providing protection in times of market stress, and supports spending in a prolonged deflationary period. This consists primarily of high quality government and investment grade fixed income securities.
Derivatives	A financial instrument whose value is dependent on the performance of an underlying instrument or asset typically a commodity, bond or equity. They are also available on currencies, interest rates, and equity indices. Futures and options are examples of derivatives.
DEX Universe Bond Index	An index produced by PC-Bond, the DEX Universe Bond Index is designed to be a broad measure of the Canadian investment-grade fixed income market. Returns are calculated daily, and are weighted by market capitalization. The Universe Index has been published since 1979.
Diversifiers	Any asset class or investment strategy that is expected to be uncorrelated with Growth, Inflation Sensitive, and Deflation Hedging assets. This may include cash, active currency management, managed futures, and hedge fund strategies including but not limited to low beta long/short equity, market neutral, event driven, merger arbitrage, and global macro.
Expected Tail Loss Risk	A statistical measure that is designed to estimate the risk of extreme losses. This statistic is calculated by taking a portfolio's Value at Risk plus the probability weighted average loss expected in excess of the Value at Risk.
Growth	Any asset class or investment strategy which can be expected to provide returns that exceed the inflation adjusted rate of spending over the long-term. This may include marketable equity securities that trade on a recognized exchange, directional long/short equity hedge funds, and credit based long only fixed income strategies. Private investments include mezzanine debt, distressed debt, private equity, and venture capital.

HFRI Global Hedge Fund Index	An index maintained by the Hedge Fund Research, Inc. (HFR) that utilizes an objective rules-based methodology to diversify across hedge fund managers that have low correlations to traditional asset classes. This index is rebalanced quarterly and is passively investable.
Inflation Sensitive	Any asset class or investment strategy that is expected to protect the fund from high or unanticipated inflation, This may include inflation linked bonds, real estate, infrastructure, timberland, farmland, natural resource public equities, commodities, and private oil and gas.
IPD Canada Annual Property Index	Investment Property Databank index to measure the total return of real estate investments across a wide spectrum of property categories in Canada.
MSCI World Index	The Morgan Stanley Capital International Index, which measures the total return (with dividends reinvested) of equity securities available in developed markets around the globe.
Proxy	A written authorization given by a shareholder to another individual, usually the company's management, in order to cast his/her vote at a shareholder meeting or at some other point in time.
Rate of Return	The percentage change in the value of an asset, including interest and dividends, over an evaluation period.
Real	Used in conjunction with asset values and rates of return and restates these nominal amounts for movements in the consumer price index.
Real Return Bond (RRB)	These bonds pay semi-annual interest based on a real interest rate. Unlike standard fixed-coupon marketable bonds, interest payments on RRBs are adjusted for changes in the consumer price index (CPI). Thus rates are adjusted higher for increases in the CPI and vice versa.
Risk	The possibility of loss and/or the uncertainty of future returns.
Risk Tolerance	An individual's ability to handle temporary and sustained declines in the value of their portfolio.
S&P/TSX Composite Index	The index that tracks the performance of approximately 300 stocks listed on the Toronto Stock Exchange.
Value at Risk	A statistical measure of the amount of loss a portfolio might expect to experience over a specified time horizon with a given probability.

RELATED LINKS

Should a link fail, please contact the policy's Office of Administrative Responsibility (see header).

[Unitized Endowment Pool \(UEP\) Spending Policy](#)

[Investment Committee Terms Of Reference](#)

[Statement of Investment Principles & Beliefs](#)

[Unitized Endowment Pool \(UEP\) Implementation Guidelines](#)

[Internal Loan Policy](#)

[Interest Procedure – Restricted Special Purpose and Restricted Research Accounts](#)

Approved:

Board of Governors, June 21, 2013

Board Investment Committee, April 26, 2013

University Funds Investment Policy

Office of Accountability:	Vice President (Finance & Administration)
Office of Administrative Responsibility:	Financial Services
Approver:	Board of Governors
Scope:	Compliance with University policy extends to all members of the University community.

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The endowment has a two-fold mission:

- Foster an environment of academic excellence where superior teaching, learning and research can be pursued, and
- Enable the University to achieve and maintain an enhanced level of financial strength and independence in its operations over the long run.

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4.0 INVESTMENT ~~POLICIES AND GOALS~~ OBJECTIVES OF THE UEP

4.1 ~~Return Goals~~ and Risk Tolerance

The ~~objective goal~~ of the UEP is to achieve a long-term rate of return that in real terms shall equal or exceed the rate of spending established in the UEP spending policy, ~~and to do so with an acceptable level of risk.~~

The principle of intergenerational equity requires that the UEP be managed to provide the same level of support to future generations as current beneficiaries receive. This means that the value of the UEP should be preserved over time in real terms in order to maintain the future purchasing power of assets. In setting the spending and investment policies for the UEP, the focus should be not just to preserve but to grow the real value of assets over time, while maintaining a strong and stable level of support to the current operations of the University.

Assets will be allocated across four strategic classifications that are based on the role of the underlying assets in the portfolio, which include Growth, Deflation Hedging, Inflation Sensitive, and

∩Diversifiers. In order to achieve these goals, the UEP will have to maintain a heavy weighting in Growth assets and less liquid investment strategies equity securities relative to fixed income securities. This is

based on projected capital market assumptions which indicate that over long periods of time, ~~equities~~ these assets can be expected to provide returns that exceed the inflation adjusted rate of spending. Deflation Hedging strategies consist largely of government Fixed income securities ~~which are not expected to provide protection in times of market stress, provide a sufficient return after adjusting for inflation to meet the dual goals of and maintains support spending in a prolonged deflationary period, ing the real value of assets and generating strong and stable levels of support to the current operations of the University.~~ Fixed income securities will continue to serve as a source of diversification.

Conversely, Inflation Sensitive assets are expected to protect the fund from high or unanticipated inflation, while Diversifiers will consist of strategies that are expected to be uncorrelated with the other three classifications.

~~It is recognized that the expected volatility of the UEP will be high relative to a fund that has a much heavier weight in fixed income securities. This means that the market value in any given period may decline due to market fluctuations. It is expected that this is a reasonable trade-off in order to ensure a long-term growth rate that is consistent with the mission and goals of the fund.~~

~~There are many types of risk that will affect the UEP's ability to achieve its return goal. The most important of which are investment related risks which may prevent the UEP from maintaining its real value over the long-term. The expected standard deviation of returns for the UEP's asset allocation is 11.7%. Given the long-term return expectations, this means that in 7 out of 10 years the UEP can be expected to earn a real return between 18.23% and -5.24%.~~

~~With respect to losses, Value at Risk and Expected Tail Loss Risk are also calculated for the portfolio and will be monitored. The portfolio Value at Risk over a one year time frame at a 90th percentile confidence interval is -8.4%. This means that the portfolio can be expected to lose at least this amount one year in ten. The Expected Tail Loss Risk is -13.5%, which is the average loss that can be expected when the portfolio declines by more than its Value at Risk level of -8.4%.~~

~~Intergenerational equity requires a balance between current and future spending. An asset allocation that produces returns well in excess of spending, will transfer a greater benefit to future generations at the expense of the current beneficiaries. Given the risk/return profile of the UEP's asset allocation, there is a 63% probability that the endowment will maintain its real value after spending over the long term will be monitored ten years.~~

~~7~~

4.2 Asset Allocation

The long-term asset allocation will be determined by the following four factors:

- ~~- Projected long-term return, volatility, and correlation expectations from~~ individual asset classes
- Diversification across asset classes and investment strategies
- Objective of a real rate of return that equals or exceeds the total rate of spending
- ~~— Historic and expected future volatility of returns for the various asset classes~~
- ~~- Historic and expected future correlation of returns between various asset classes~~
- Projected liquidity requirements of the UEP

The ~~extremely long term infinite~~ time horizon of the UEP allows for the adoption of a long-term asset allocation policy with a high allocation to Growth assets equity investments along the following parameters.

Long-Term Asset Mix			
	<u>Minimum</u>	<u>Target</u>	<u>Maximum</u>
Growth	55%	59%	70%
Inflation Sensitive	5%	20%	25%
Deflation Hedging	10%	16%	20%
Diversifiers	0%	5%	10%
Total		<u>100%</u>	

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All investments will be undertaken with a view toward maintaining or enhancing the real value of the assets while meeting the current spending allocation.

The Board Investment Committee shall ~~establish~~ review investment mandates and ~~then select~~ investment managers ~~selected to be responsible~~ for the management of the portfolio ~~s in accordance with those mandates~~. Funds will normally be allocated to external managers, or, when determined to be advantageous, may be allocated to internal management.

Each investment manager shall adhere to this policy and must exercise the care, skill, diligence and judgment that a prudent investor would exercise in making investments. Investment managers are expected to be in compliance with all applicable laws and regulations as well as the Code of Ethics and Standards of Professional Conduct established by the CFA Institute.

4.3 — Portfolio Diversification

~~The objectives of diversification are to reduce:~~

- ~~— total return variability~~
- ~~— exposure to any single component of the capital markets~~
- ~~— the risk of returns not tracking or exceeding inflation.~~

~~Diversification will also increase the long-term risk-adjusted return potential of the UEP.~~

To achieve diversification the UEP will invest in the following asset classes subject to indicated limits based on total market value.

Growth			
	Minimum	Target	Maximum
<i>Long-Only Equity</i>			
Canadian Equity	10%	13%	20%
Global Equity	25%	30%	35%
Emerging Markets Equity	0%	10%	15%
Equity Hedge Funds	0%	0%	10%
Private Equity	0%	6%	10%
		<u>59%</u>	
Inflation-Sensitive			
<i>Real Assets</i>			
Real Estate & Infrastructure	0%	5%	10%
Natural Resource Equity	0%	5%	10%
Commodities	0%	5%	10%
Oil & Gas	0%	5%	10%
Real Return Bonds	0%	0%	10%
		<u>20%</u>	
Deflation Hedging			
<i>Fixed Income</i>			
Canadian Government Bonds	10%	16%	20%
		<u>16%</u>	
Diversifiers			
<i>Marketable Alternatives</i>			
Absolute Return	0%	5%	10%
Cash	-5%	0%	5%
		<u>5%</u>	

Fixed Income			
	Minimum	Target	Maximum
Money Market Securities	5%	0%	5%
Bonds & Debentures	10%	20%	30%
Overall	15%	20%	25%

Equities and Alternatives			
	Minimum	Target	Maximum
Canadian Equities	15%	20%	25%
Foreign Equities	35%	40%	45%
Alternative Assets	15%	20%	25%
Overall	75%	80%	85%

Alternative Assets			
	Minimum	Target	Maximum
Absolute Return Strategies	5%	8%	15%
Private Equity	0%	6%	10%
Real Estate	0%	6%	10%
Overall	15%	20%	25%

Field Code Changed

Field Code Changed

Field Code Changed

4.34 Categories and Subcategories of Investments Restrictions and Quality Levels

Investments that are permitted shall be classified within the following general categories and restrictions and quality levels apply within the context of overall fund objectives and the asset allocation policy described above.

4.4.3.1 Money Market Securities

For cash flow management purposes a portion of the UEP is invested in the Short-Term Funds portion of the NEIP and managed according to section 6.1.1 and 6.2.1 of this policy as applicable.

4.4.2 — Bonds and Debentures

~~Bonds and debentures include Canadian and foreign issuer bonds, debentures and real return bonds, together with short and long dated publicly traded debt securities, schedule I and II chartered bank sponsored mortgage backed securities (MBS) and convertible debt. Direct mortgages will be limited to existing holdings.~~

~~Corporate bonds, debentures, real return bonds, and other debt securities purchased for the fund in actively managed mandates shall have a minimum rating of “BBB” or better for any individual issuer as measured by a recognized debt rating service. The maximum “BBB” exposure will be 10% of fixed income in each actively managed portfolio.~~

~~Where passive investments are made in major fixed income indices, eligibility of an index will be determined by its suitability as an investment vehicle regardless of the rating of individual bonds and debentures within the index.~~

4.3.2 Growth

~~Growth assets include marketable equity securities that trade on a recognized exchange, directional long/short equity hedge funds, and credit based long only fixed income strategies. Private investments include mezzanine debt, distressed debt, private equity, and venture capital.~~

4.3.3 Inflation Sensitive

~~Inflation sensitive assets include inflation linked bonds, real estate, infrastructure, timberland, farmland, natural resource public equities, commodities, and private oil and gas.~~

4.3.4 Deflation Hedging

~~Deflation hedging assets include high quality government and investment grade corporate fixed income securities.~~

4.3.5 Diversifiers

~~Diversifiers include cash, active currency management, managed futures, and hedge fund strategies including but not limited to low beta long/short equity, market neutral, event driven, merger arbitrage, and global macro.~~

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	Maximum Bond Portfolio Asset Value For Each Issuer by Credit Rating				Aggregate Maximum
	AAA	AA	A	BBB	
Canadian Issuer					
Government of Canada [†]	100%	N/A	N/A	N/A	100%
Provincial [†]	20%	15%	10%	5%	60%
Municipal and Corporate	3%	3%	3%	3%	40%

Foreign Issuer						20%
Sovereigns [†] /						
Supranational	10%	7%	5%	3%		N/A
Corporate / Maple	3%	3%	3%	3%		N/A

[†]Its guaranteed corporations or agencies

4.4.3 ~~Equity Investments~~

~~Equity investments include exchange traded securities, including common shares of Canadian, foreign and emerging markets equity, income trusts, real estate investment trusts (REITs), American Depository Receipts, Global Depository Receipts, warrants, preferred shares, convertible debt and initial public offerings.~~

~~A maximum 10% of the market value of the Canadian or Foreign Equity asset class may be invested in any single issuer.~~

~~Alternative assets include real estate equity and debt, infrastructure equity and debt, timberland and agricultural equity and debt, commodities, mezzanine debt, venture capital and private equity, and absolute return strategies judged appropriate by the Board Investment Committee.~~

~~Investment managers may use exchange traded funds (ETFs), pooled unit trusts, mutual fund vehicles or limited partnerships that include any of the above categories as long as these securities are compliant with their mandate.~~

~~For risk management and diversification purposes, the presently preferred method of access to alternative asset class will be through well-established fund of funds managers. Direct co-investments made by a fund manager will be limited to 20% of committed capital.~~

~~A maximum of 5% of the market value of the total UEP at the time of investment or commitment may be placed with any single alternative asset manager, fund of funds or limited partnership.~~

4.45 Use of Derivatives

Derivatives may be used for gaining market exposure, hedging, and risk management including the hedging of foreign currency exposure. Derivative products will not be used to leverage the fund UEP and will be fully collateralized by cash or cash equivalents. The use of derivative instruments by external managers to leverage the portfolio will be regulated by their approved mandates.

4.56 Rate of Return Goals

In order of priority, it is expected that the UEP will over any 4-year rolling period:

Firstly, achieve an annualized rate of return, before fees, of at least 5.25% above the Canadian Consumer Price Index (all items).

Secondly, achieve an annualized rate of return, in excess of the following composite benchmark of standard market indices. The current benchmark will be modified towards the target benchmark as the asset allocation contemplated by this policy is implemented.

Current Benchmark	
DEX Universe Bond	30%
S&P/TSX Composite	20%
MSCI World (ex Canada 50% hedged)	50%
Absolute Return (HFRX Global Hedge Fund Index)	0%
Private Equity (Cambridge Associates Private Equity Index)	0%
Real Estate (IPD Canada Annual Property Index)	0%
	<u>100%</u>

Target Benchmark	
DEX Universe Bond	20%
S&P/TSX Composite	20%
MSCI World (ex Canada 50% hedged)	40%
Absolute Return (HFRX Global Hedge Fund Index)	8%
Private Equity (Cambridge Associates Private Equity Index)	6%
Real Estate (IPD Canada Annual Property Index)	6%
	<u>100%</u>

Current Benchmark	
DEX Bond Universe	20%
S&P/TSX Composite	20%
MSCI World (ex Canada in local currency)	23%
MSCI World (ex Canada in Cad)	23%
Absolute Return (HFRI Fund of Funds Composite Index)	8%
Real Estate (IPD/Realpac Canada Annual Property Index)	6%
	<u>100%</u>

Target Benchmark	
DEX Bond Universe	16%
S&P/TSX Composite	13%
MSCI ACWI (ex Canada in local currency)	20%
MSCI ACWI (ex Canada in Cad)	20%
Marketable Alternatives (HFRI Fund of Funds Composite Index)	5%
Private Equity (Cambridge Associates Private Equity Index)	6%
Real Estate (IPD/Realpac Canada Annual Property Index)	5%
Commodity Index (TBD)	5%
Natural Resource Equity Index (TBD)	5%
Private Oil and Gas Index (TBD)	5%
	<u>100%</u>

Third

Thirdly, achieve an annualized rate of return in excess of the reference portfolio benchmark.

Reference Portfolio Benchmark	
DEX Bond Universe	40%
S&P/TSX Composite	20%
MSCI ACWI (ex Canada in Cad)	40%
	<u>100%</u>

~~Fourth~~Thirdly, achieve an above median return in comparison to other endowment funds with similar asset allocation and return objectives.

5.0 OTHER ENDOWMENTS

The assets of the Other Endowments shall be invested with the same goals, restrictions and quality levels as described above, subject to any stipulation required by contractual agreement, or by condition of the estate, or administrative arrangement.

6.0 NON-ENDOWED INVESTMENT POOL (NEIP)

6.1 Investment Policy and Risk Tolerance (Internally Managed Investments)

The purpose of the NEIP is to pool for investment purposes capital that is predominately short-term in nature. Trend-line growth of the capital base has created a substantial core balance that will likely be sustained on an on-going basis. Therefore, a maturity profile that is greater than what would be expected for funds with a short-term investment horizon is appropriate for a significant portion of the fund.

6.1.1 Short-Term Funds

Analysis indicates that maintaining a minimum of 33% of the peak NEIP balance, each year as at September 30th, in money market securities, is sufficient to meet the University's cash flow requirements. The primary objective for money market securities is liquidity and preservation of capital.

Money market securities include: cash on hand both domestic and foreign; Government of Canada treasury bills, notes, debentures and any obligations unconditionally guaranteed by the Government of Canada; provincial treasury bills, notes, debentures and any obligations unconditionally guaranteed by the provincial governments of Canada; Banker's Acceptances, Bearer Deposit Notes and other obligations issued by a Schedule I or II chartered bank carrying a short term debt rating of R-1(mid) or better as measured by two recognized debt rating services; and term deposits issued by an Alberta credit union that are 100% guaranteed by the Credit Union Deposit Guarantee Corporation. Money market securities must be maintained in assets maturing within one year.

There are no limitations on the amount that can be invested in money market securities issued by the Government of Canada or its guaranteed Crown corporations or agencies. The limitations on investments in money market securities issued by any single provincial government or its guaranteed agencies are as follows: a maximum 40% rated R-1(high), 30% rated R-1(mid), and 20% rated R-1(low) of the daily NEIP short-term market value. A minimum of 70% of the daily NEIP short-term market value that is managed internally will be invested in governmental issuers. A maximum of 5% may be invested in Alberta credit unions, subject to the Alberta provincial government limit above. A maximum of ~~5~~10% of the daily NEIP short-term market value can be invested in any single non-governmental issuer.

6.1.2 Mid-Term Funds

Analysis indicates that a maximum of 33% of the peak NEIP balance, each year as at September 30th, can be allocated to bonds, debentures and internal loans maturing within five years. This allocation is monitored against the projected overall cash flow requirements of the University.

Internal loans to University faculties, departments and staff are considered to be part of the mid-term funds section of the NEIP. The Internal Loan Policy approved by the Board of Governors on October 24, 2003 governs internal loans.

Bonds and debentures must be denominated in Canadian dollars and are limited to; Government of Canada bonds, debentures and any obligations unconditionally guaranteed by the Government of Canada; provincial bonds, debentures and any obligations unconditionally guaranteed by a province of Canada; bonds and debentures issued by municipalities of Canada; obligations,

bonds and debentures issued by a Schedule I or II chartered bank. Bonds and debentures shall have a rating of at least "A" as measured by two recognized debt rating agencies.

There are no limitations on the mid-term funds that can be invested in bonds and debentures issued by the Government of Canada or its guaranteed Crown corporations or agencies. Investment in bonds and debentures issued by any single provincial government or its guaranteed agencies is limited as follows: a maximum of 20% of the daily NEIP mid-term market value can be invested in rated "AAA", 15% in rated "AA" and, 10% in rated "A". A minimum of 70% of the daily NEIP mid-term market value that is managed internally will be invested in governmental issuers. A maximum of 35% of the daily NEIP mid-term market value can be invested in obligations, bonds and debentures issued by any single municipality or Schedule I or II chartered bank.

6.1.3 Long-Term Core Funds

Analysis indicates that a maximum of 33% of the peak NEIP balance, each year as at September 30th, can be considered long-term core funds. Long-term core funds are not expected to require an urgent, unplanned or significant liquidation in a period of less than five years. Long-term core funds are invested in the UEP to provide a higher rate of return. This allocation is monitored against the projected overall cash flow requirements of the University.

For risk management purposes a reserve fund with a target value of 10% of the long-term core funds has been established. This reserve is funded through appropriations of half the earnings in excess of the spending allocation in any given year, and is invested in accordance with the Short-Term Funds portion of the NEIP.

6.2 Investment Policy and Risk Tolerance (Externally Managed Investments)

6.2.1 Short-Term Funds

Externally managed money market securities include instruments and obligations that are issued by or guaranteed by the following entities; obligations of banks including banker's acceptances and floating rate notes, corporate debt, corporate commercial paper, schedule I or II chartered bank sponsored asset backed commercial paper, sovereign governments, supranational agencies, US state governments, Canadian provincial governments and other money market securities. All investments shall be denominated as to principal and interest in a currency that is consistent with the mandate and in the case of securities lending the currency of the cash collateral. A maximum of 20% of money market securities may be maintained in assets maturing beyond one year. The primary objective for investments in these securities is liquidity and preservation of capital.

Externally managed money market securities in actively managed mandates shall have a rating of at least R-1 (low), with a limit of not more than 30% in this rating. Where passive investments are made in major fixed income indices, eligibility of an index will be determined by its suitability as an investment vehicle regardless of the rating of individual securities within the index.

There are no limitations on the amount that can be invested in money market securities issued by governments or their guaranteed corporations or agencies. A maximum of 810% can be invested in any single non-governmental issuer. Schedule I or II chartered bank asset backed commercial paper exposure will be limited to a maximum of 35% for any single trust/conduit.

6.2.2 Mid-Term Funds

Bonds and debentures are limited to publicly traded debt securities denominated in Canadian dollars.

A maximum of 20% of bonds and debentures may be maintained in assets maturing beyond five years. Bonds and debentures in actively managed mandates shall have a rating of at least "BBB" as measured by a recognized debt rating agency. The maximum "BBB" exposure will be 10% of fixed income in each actively managed portfolio. Where passive investments are made in major fixed income indices, eligibility of an index will be determined by its suitability as an investment vehicle regardless of the rating of individual bonds and debentures within the index.

There are no limitations on the amount that can be invested in bonds and debentures issued by governments or their guaranteed corporations or agencies. A maximum of ~~5~~10% can be invested in bonds and debentures issued by any single municipality, non-governmental issuer, or Canadian-dollar denominated foreign-issuer.

6.2.3 Long-Term Core Funds

All long-term core funds are invested in the UEP and are managed in accordance with Sections 2 through 4 of this policy.

6.3 Performance Benchmarks

For each of these components of the NEIP the benchmark is:

Short-Term Funds	DEX 91 Day T-bill Index
Mid-Term Funds	DEX Short Term Bond Index
Long-Term Core Funds	UEP Composite Benchmark

6.4 Other Non-Endowed Funds

The assets of Restricted Non-Endowed Donations shall be invested with the same goals, restrictions and quality levels as described above and the University's Interest Procedure for Restricted Special Purpose and Restricted Research Accounts will apply, subject to any stipulation required by contractual agreement, or by condition of the estate, or administrative arrangement. The assets of the Academic Supplementary Retirement Plan shall be invested in accordance with the agreement.

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7.0 GENERAL

7.1 Securities Lending and Commission Recapture

The securities may be loaned to investment dealers and banks as part of the custodian's lending program when it is deemed that such lending may add incremental return to the fund at minimal risk and provided the loan is collateralized with highly liquid and marketable securities in accordance with industry standards and marked-to-market and adjusted on a daily basis.

External equity investment managers may be directed to participate in a commission recapture program in order to help mitigate internal investment research related expenses.

7.2 Exercise of Proxies and Voting Rights

Proxy or other voting rights will be exercised in the best interest of the University. The responsibility for voting is normally delegated to the investment manager, but the University reserves the right to direct the investment manager on the voting of proxies.

7.3 Valuation of Infrequently Traded Investments

The valuation of infrequently traded investments shall be determined by the trustee or custodian of the fund. In the case of direct investments in real estate, the valuation shall be based on independent opinions of qualified appraisers ~~as required at a minimum of every three years.~~

7.4 Conflict of Interest Guidelines and Related Parties Transactions

The University's Conflict of Commitment and Conflict of Interest Policy will govern investment activities (General Faculties Council Policy # 35). Related Party transactions will be at fair market value.

7.5 Custody

To maintain a proper segregation of duties and adequate controls, all marketable securities held shall remain with a third-party custodian.

7.6 Policy Review

This policy shall be reviewed at least annually by the Board Investment Committee, who will either confirm or recommend changes to the Board of Governors. Upon recommendation from the Board Investment Committee, the Board of Governors can approve exceptions to this policy.

7.7 Donated Securities

Subject to market conditions, donated securities will generally be sold immediately upon receipt by the University. However, where it is advantageous to do so, and subject to the constraints of this policy, the University may hold these securities internally.

DEFINITIONS

These terms and definitions apply to this policy with no implied or intended institution-wide use.

Asset Allocation	The process of dividing investments into different asset classes, such as stocks, bonds, alternative assets, and cash in order to optimize the risk/return trade-off of a portfolio. This process is based on factors including investment time horizon, liquidity needs, risk tolerance, specific goals and situations, and legal and tax considerations.
<u>Cambridge Associates Private Equity Index</u>	<u>An index produced by Cambridge Associates that tracks the total return for private equity.</u>
Consumer Price Index (CPI)	A Statistics Canada index of retail prices for goods and services. Increases in the CPI are also referred to as increases in the cost of living and are directly correlated to increases in inflation.
Custodian	A financial institution, usually a bank or trust company, which holds an investment portfolio's securities and cash in safekeeping.
<u>Deflation Hedging</u>	<u>Any asset class that serves the primary objective of providing protection in times of market stress, and supports spending in a prolonged deflationary period. This consists primarily of high quality government and investment grade fixed income securities.</u>
Derivatives	A financial instrument whose value is dependent on the performance of an underlying instrument or asset typically a commodity, bond or equity. They are also available on currencies, interest rates, and equity indices. Futures and options are examples of derivatives.
<u>DEX Universe Bond Index</u>	<u>An index produced by PC-Bond, the DEX Universe Bond Index is designed to be a broad measure of the Canadian investment-grade fixed income market. Returns are calculated daily, and are weighted by market capitalization. The Universe Index has been published since 1979.</u>
<u>Diversifiers</u>	<u>Any asset class or investment strategy that is expected to be uncorrelated with Growth, Inflation Sensitive, and Deflation Hedging assets. This may include cash, active currency management, managed futures, and hedge fund strategies including but not limited to low beta long/short equity, market neutral, event driven, merger arbitrage, and global macro.</u>
<u>Expected Tail Loss Risk</u>	<u>A statistical measure that is designed to estimate the risk of extreme losses. This statistic is calculated by taking a portfolio's Value at Risk plus the probability weighted average loss expected in excess of the Value at Risk.</u>

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<u>Growth</u>	<u>Any asset class or investment strategy which can be expected to provide returns that exceed the inflation adjusted rate of spending over the long-term. This may include marketable equity securities that trade on a recognized exchange, directional long/short equity hedge funds, and credit based long only fixed income strategies. Private investments include mezzanine debt, distressed debt, private equity, and venture capital.</u>
HFRX Global Hedge Fund Index	An index maintained by the Hedge Fund Research, Inc. (HFR) that utilizes an objective rules-based methodology to diversify across hedge fund managers that have low correlations to traditional asset classes. This index is rebalanced quarterly and is passively investable.
<u>Inflation Sensitive</u>	<u>Any asset class or investment strategy that is expected to protect the fund from high or unanticipated inflation, This may include inflation linked bonds, real estate, infrastructure, timberland, farmland, natural resource public equities, commodities, and private oil and gas.</u>
IPD Canada Annual Property Index	Investment Property Databank index to measure the total return of real estate investments across a wide spectrum of property categories in Canada.
MSCI World Index	The Morgan Stanley Capital International Index, which measures the total return (with dividends reinvested) of equity securities available in developed markets around the globe.
Proxy	A written authorization given by a shareholder to another individual, usually the company's management, in order to cast his/her vote at a shareholder meeting or at some other point in time.
Rate of Return	The percentage change in the value of an asset, including interest and dividends, over an evaluation period.
Real	Used in conjunction with asset values and rates of return and restates these nominal amounts for movements in the consumer price index.
Real Return Bond (RRB)	These bonds pay semi-annual interest based on a real interest rate. Unlike standard fixed-coupon marketable bonds, interest payments on RRBs are adjusted for changes in the consumer price index (CPI). Thus rates are adjusted higher for increases in the CPI and vice versa.
Risk	The possibility of loss and/or the uncertainty of future returns.
Risk Tolerance	An individual's ability to handle temporary and sustained declines in the value of their portfolio.
S&P/TSX Composite Index	The index that tracks the performance of approximately 300 stocks listed on the Toronto Stock Exchange.
<u>Value at Risk</u>	<u>A statistical measure of the amount of loss a portfolio might expect to experience over a specified time horizon with a given probability.</u>
<u>DEX Universe Bond Index</u>	<u>An index produced by PC-Bond, the DEX Universe Bond Index is designed to be a broad measure of the Canadian investment-grade fixed income market. Returns are calculated daily, and are weighted by market</u>

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~~capitalization. The Universe Index has been published since 1979.~~

**Cambridge Associates
Private Equity Index**

~~An index produced by Cambridge Associates that tracks the total return for private equity.~~

RELATED LINKS

Should a link fail, please contact the policy's Office of Administrative Responsibility (see header).

[Unitized Endowment Pool \(UEP\) Spending Policy](#)

[Investment Committee Terms Of Reference](#)

[Statement of Investment Principles & Beliefs](#)

[Unitized Endowment Pool \(UEP\) Implementation Guidelines](#)

[Internal Loan Policy](#)

[Interest Procedure – Restricted Special Purpose and Restricted Research Accounts](#)

Approved:

Board of Governors, ~~October~~~~March~~~~June 22~~15, 2014~~3~~

Board Investment Committee, ~~September~~~~February~~~~April 26~~1, 2014~~3~~

University Funds Investment Policy

Office of Accountability:	Vice President (Finance & Administration)
Office of Administrative Responsibility:	Financial Services
Approver:	Board of Governors
Scope:	Compliance with University policy extends to all members of the University community.

Purpose

The purpose of this investment policy is to establish a distinct asset allocation for each of the University funds according to the individual fund's spending obligations, objectives, and liquidity requirements.

POLICY

1.0 DESCRIPTION OF UNIVERSITY FUNDS

1.1 Unitized Endowment Pool (UEP)

The UEP consists of the University's endowed trust funds or other funds of a permanent or long-term nature. In addition, external funds may be invested in the UEP including funds of affiliated organizations and funds where the University is a beneficiary.

1.2 Other Endowments

Other endowments consist of endowed trust funds, which cannot be pooled for investment purposes because of constraints or conditions attached to the funds.

1.3 Non-Endowed Investment Pool (NEIP)

The NEIP consists of expendable funds, which are pooled for investment purposes until the funds are required for expenditure. For cash flow management purposes the Short-Term Funds portion of the NEIP may include UEP funds.

1.4 Other Non-Endowed Funds

Other non-endowed funds consist of restricted non-endowed donations, which cannot be pooled for investment purposes because of constraints or conditions attached to the funds.

1.5 Equity Investments in Technology Transfer

The University has accepted equity positions as a form of compensation for licensing a University created technology to a company. Through this activity the University has developed a portfolio of equity investments in both publicly and privately held companies. To facilitate the ongoing development of such companies the University may invest in venture capital limited partnerships. Governance responsibilities for these investments fall outside the Terms of Reference for the Board Investment Committee.

2.0 UNITIZED ENDOWMENT POOL (UEP)

2.1 General Description and Governance

The UEP represents the pooling of invested assets accumulated by or donated to the University for endowment purposes. The Province of Alberta's *Post-Secondary Learning Act*, Statutes of Alberta, 2003, Chapter P-19.5, Sections 75 and 76, provides The Governors of the University of Alberta with broad

investment powers, the authority to pool funds and the authority to distribute income, subject to the terms of a trust on which it may be held.

The Board of Governors has delegated most investment governance responsibilities to the Board Investment Committee as documented in the Board Investment Committee's Terms of Reference. The Board of Governors has retained responsibility for the following matters (as outlined in this document):

- Approval of the investment policy for the University,
- Approval of the University's endowment objectives and spending policy, and
- Establishment of broad investment risk tolerances within which the University should operate.

The Investment Policy is subject to an annual review by the Board Investment Committee and any recommended changes require approval by the Board of Governors. Management's investment decisions are subject to the overall policy direction of the Board Investment Committee as reflected in this policy.

2.2 Nature of UEP Liabilities (Spending Policy)

The UEP provides funding to the faculties and departments of the University to be used for endowed purposes in accordance with the terms of each endowment or trust. The objective is an inflation indexed spending allocation for fiscal years commencing April 1, 2012, subject to certain conditions as outlined in the Unitized Endowment Pool Spending Policy. This policy may be amended from time to time by the Board of Governors to ensure that the real value of the endowments (i.e., net of inflation) is maintained.

3.0 MISSION OF THE UEP

The purpose of the UEP is to support current and future operations of the University in perpetuity.

The endowment has a two-fold mission:

- Foster an environment of academic excellence where superior teaching, learning and research can be pursued, and
- Enable the University to achieve and maintain an enhanced level of financial strength and independence in its operations over the long run.

4.0 INVESTMENT POLICIES AND GOALS OF THE UEP

4.1 Goals and Risk Tolerance

The goal of the UEP is to achieve a long-term rate of return that in real terms shall equal or exceed the rate of spending established in the UEP spending policy, and to do so with an acceptable level of risk.

The principle of intergenerational equity requires that the UEP be managed to provide the same level of support to future generations as current beneficiaries receive. This means that the value of the UEP should be preserved over time in real terms in order to maintain the future purchasing power of assets. In setting the spending and investment policies for the UEP, the focus should be not just to preserve but to grow the real value of assets over time, while maintaining a strong and stable level of support to the current operations of the University.

In order to achieve these goals, the UEP will have to maintain a heavy weighting in equity securities relative to fixed income securities. This is based on projected capital market assumptions which indicate that over long periods of time, equities can be expected to provide returns that exceed the inflation adjusted rate of spending. Fixed income securities are not expected to provide a sufficient return after adjusting for inflation to meet the dual goals of maintaining the real value of assets and generating strong and stable levels of support to the current operations of the University. Fixed income securities will continue to serve as a source of diversification.

It is recognized that the expected volatility of the UEP will be high relative to a fund that has a much heavier weight in fixed income securities. This means that the market value in any given period may decline due to market fluctuations. It is expected that this is a reasonable trade-off in order to ensure a long-term growth rate that is consistent with the mission and goals of the fund.

4.2 Asset Allocation

The long-term asset allocation will be determined by the following four factors:

- Projected long-term return expectations from individual asset classes
- Objective of a real rate of return that exceeds the rate of spending
- Historic and expected future volatility of returns for the various asset classes
- Historic and expected future correlation of returns between various asset classes

The extremely long-term time horizon of the UEP allows for the adoption of a long-term asset allocation policy with a high allocation to equity investments along the following parameters.

Long-Term Asset Mix			
	<u>Minimum</u>	<u>Target</u>	<u>Maximum</u>
Fixed Income	15%	20%	25%
Equities and Alternatives	75%	80%	85%
Total		<u>100%</u>	

All investments will be undertaken with a view toward maintaining or enhancing the real value of the assets while meeting the current spending allocation.

The Board Investment Committee shall establish investment mandates and then select investment managers to be responsible for the management of the portfolios in accordance with those mandates. Funds will normally be allocated to external managers, or, when determined to be advantageous, may be allocated to internal management.

Each investment manager shall adhere to this policy and must exercise the care, skill, diligence and judgment that a prudent investor would exercise in making investments. Investment managers are expected to be in compliance with all applicable laws and regulations as well as the Code of Ethics and Standards of Professional Conduct established by the CFA Institute.

4.3 Portfolio Diversification

The objectives of diversification are to reduce:

- total return variability
- exposure to any single component of the capital markets
- the risk of returns not tracking or exceeding inflation.

Diversification will also increase the long-term risk-adjusted return potential of the UEP.

To achieve diversification the UEP will invest in the following asset classes subject to indicated limits based on total market value.

Fixed Income			
	<u>Minimum</u>	<u>Target</u>	<u>Maximum</u>
Money Market Securities	-5%	0%	5%
Bonds & Debentures	10%	20%	30%
Overall	15%	20%	25%

Equities and Alternatives			
	<u>Minimum</u>	<u>Target</u>	<u>Maximum</u>
Canadian Equities	15%	20%	25%
Foreign Equities	35%	40%	45%
Alternative Assets	15%	20%	25%
Overall	75%	80%	85%

Alternative Assets			
	<u>Minimum</u>	<u>Target</u>	<u>Maximum</u>
Absolute Return Strategies	5%	8%	15%
Private Equity	0%	6%	10%
Real Estate	0%	6%	10%
Overall	15%	20%	25%

4.4 Categories and Subcategories of Investments Restrictions and Quality Levels

Investments that are permitted shall be classified within the following general categories and restrictions and quality levels apply within the context of overall fund objectives and the asset allocation policy described above.

4.4.1 Money Market Securities

For cash flow management purposes a portion of the UEP is invested in the Short-Term Funds portion of the NEIP and managed according to section 6.1.1 and 6.2.1 of this policy as applicable.

4.4.2 Bonds and Debentures

Bonds and debentures include Canadian and foreign issuer bonds, debentures and real return bonds, together with short and long dated publicly traded debt securities, schedule I and II chartered bank sponsored mortgage backed securities (MBS) and convertible debt. Direct mortgages will be limited to existing holdings.

Corporate bonds, debentures, real return bonds, and other debt securities purchased for the fund in actively managed mandates shall have a minimum rating of "BBB" or better for any individual issuer as measured by a recognized debt rating service. The maximum "BBB" exposure will be 10% of fixed income in each actively managed portfolio.

Where passive investments are made in major fixed income indices, eligibility of an index will be determined by its suitability as an investment vehicle regardless of the rating of individual bonds and debentures within the index.

	Maximum Bond Portfolio Asset Value For Each Issuer by Credit Rating				Aggregate Maximum
	<u>AAA</u>	<u>AA</u>	<u>A</u>	<u>BBB</u>	
Canadian Issuer					
Government of Canada ¹	100%	N/A	N/A	N/A	100%
Provincial ¹	20%	15%	10%	5%	60%
Municipal and Corporate	3%	3%	3%	3%	40%
Foreign Issuer					20%
Sovereigns ¹ / Supranational	10%	7%	5%	3%	N/A
Corporate / Maple	3%	3%	3%	3%	N/A

¹: Its guaranteed corporations or agencies

4.4.3 Equity Investments

Equity investments include exchange traded securities, including common shares of Canadian, foreign and emerging markets equity, income trusts, real estate investment trusts (REITs), American Depository Receipts, Global Depository Receipts, warrants, preferred shares, convertible debt and initial public offerings.

A maximum 10% of the market value of the Canadian or Foreign Equity asset class may be invested in any single issuer.

Alternative assets include real estate equity and debt, infrastructure equity and debt, timberland and agricultural equity and debt, commodities, mezzanine debt, venture capital and private equity, and absolute return strategies judged appropriate by the Board Investment Committee.

Investment managers may use exchange traded funds (ETFs), pooled unit trusts, mutual fund vehicles or limited partnerships that include any of the above categories as long as these securities are compliant with their mandate.

For risk management and diversification purposes, the presently preferred method of access to alternative asset class will be through well-established fund of funds managers. Direct co-investments made by a fund manager will be limited to 20% of committed capital.

A maximum of 5% of the market value of the total UEP at the time of investment or commitment may be placed with any single alternative asset manager, fund of funds or limited partnership.

4.5 Use of Derivatives

Derivatives may be used for hedging and risk management including the hedging of foreign currency exposure. Derivative products will not be used to leverage the fund and will be fully collateralized by cash or cash equivalents.

4.6 Rate of Return Goals

In order of priority, it is expected that the UEP will over any 4-year rolling period:

Firstly, achieve an annualized rate of return, before fees, of at least 5.25% above the Canadian Consumer Price Index (all items).

Secondly, achieve an annualized rate of return, in excess of the following composite benchmark of standard market indices. The current benchmark will be modified towards the target benchmark as the asset allocation contemplated by this policy is implemented.

Current Benchmark	
DEX Universe Bond	30%
S&P/TSX Composite	20%
MSCI World (ex Canada 50% hedged)	50%
Absolute Return (HFRX Global Hedge Fund Index)	0%
Private Equity (Cambridge Associates Private Equity Index)	0%
Real Estate (IPD Canada Annual Property Index)	0%
	100%

Target Benchmark	
DEX Universe Bond	20%
S&P/TSX Composite	20%
MSCI World (ex Canada 50% hedged)	40%
Absolute Return (HFRX Global Hedge Fund Index)	8%
Private Equity (Cambridge Associates Private Equity Index)	6%
Real Estate (IPD Canada Annual Property Index)	6%
	100%

Thirdly, achieve an above median return in comparison to other endowment funds with similar asset allocation and return objectives.

5.0 OTHER ENDOWMENTS

The assets of the Other Endowments shall be invested with the same goals, restrictions and quality levels as described above, subject to any stipulation required by contractual agreement, or by condition of the estate, or administrative arrangement.

6.0 NON-ENDOWED INVESTMENT POOL (NEIP)

6.1 Investment Policy and Risk Tolerance (Internally Managed Investments)

The purpose of the NEIP is to pool for investment purposes capital that is predominately short-term in nature. Trend-line growth of the capital base has created a substantial core balance that will likely be sustained on an on-going basis. Therefore, a maturity profile that is greater than what would be expected for funds with a short-term investment horizon is appropriate for a significant portion of the fund.

6.1.1 Short-Term Funds

Analysis indicates that maintaining a minimum of 33% of the peak NEIP balance, each year as at September 30th, in money market securities, is sufficient to meet the University's cash flow requirements. The primary objective for money market securities is liquidity and preservation of capital.

Money market securities include: cash on hand both domestic and foreign; Government of Canada treasury bills, notes, debentures and any obligations unconditionally guaranteed by the Government of Canada; provincial treasury bills, notes, debentures and any obligations unconditionally guaranteed by the provincial governments of Canada; Banker's Acceptances, Bearer Deposit Notes and other obligations issued by a Schedule I or II chartered bank carrying a short term debt rating of R-1(mid) or better as measured by two recognized debt rating services; and term deposits issued by an Alberta credit union that are 100% guaranteed by the Credit Union Deposit Guarantee Corporation. Money market securities must be maintained in assets maturing within one year.

There are no limitations on the amount that can be invested in money market securities issued by the Government of Canada or its guaranteed Crown corporations or agencies. The limitations on investments in money market securities issued by any single provincial government or its guaranteed agencies are as follows: a maximum 40% rated R-1(high), 30% rated R-1(mid), and 20% rated R-1(low) of the daily NEIP short-term market value. A minimum of 70% of the daily NEIP short-term market value that is managed internally will be invested in governmental issuers. A maximum of 5% may be invested in Alberta credit unions, subject to the Alberta provincial

government limit above. A maximum of 5% of the daily NEIP short-term market value can be invested in any single non-governmental issuer.

6.1.2 Mid-Term Funds

Analysis indicates that a maximum of 33% of the peak NEIP balance, each year as at September 30th, can be allocated to bonds, debentures and internal loans maturing within five years. This allocation is monitored against the projected overall cash flow requirements of the University.

Internal loans to University faculties, departments and staff are considered to be part of the mid-term funds section of the NEIP. The Internal Loan Policy approved by the Board of Governors on October 24, 2003 governs internal loans.

Bonds and debentures must be denominated in Canadian dollars and are limited to; Government of Canada bonds, debentures and any obligations unconditionally guaranteed by the Government of Canada; provincial bonds, debentures and any obligations unconditionally guaranteed by a province of Canada; bonds and debentures issued by municipalities of Canada; obligations, bonds and debentures issued by a Schedule I or II chartered bank. Bonds and debentures shall have a rating of at least "A" as measured by two recognized debt rating agencies.

There are no limitations on the mid-term funds that can be invested in bonds and debentures issued by the Government of Canada or its guaranteed Crown corporations or agencies. Investment in bonds and debentures issued by any single provincial government or its guaranteed agencies is limited as follows: a maximum of 20% of the daily NEIP mid-term market value can be invested in rated "AAA", 15% in rated "AA" and, 10% in rated "A". A minimum of 70% of the daily NEIP mid-term market value that is managed internally will be invested in governmental issuers. A maximum of 3% of the daily NEIP mid-term market value can be invested in obligations, bonds and debentures issued by any single municipality or Schedule I or II chartered bank.

6.1.3 Long-Term Core Funds

Analysis indicates that a maximum of 33% of the peak NEIP balance, each year as at September 30th, can be considered long-term core funds. Long-term core funds are not expected to require an urgent, unplanned or significant liquidation in a period of less than five years. Long-term core funds are invested in the UEP to provide a higher rate of return. This allocation is monitored against the projected overall cash flow requirements of the University.

For risk management purposes a reserve fund with a target value of 10% of the long-term core funds has been established. This reserve is funded through appropriations of half the earnings in excess of the spending allocation in any given year, and is invested in accordance with the Short-Term Funds portion of the NEIP.

6.2 Investment Policy and Risk Tolerance (Externally Managed Investments)

6.2.1 Short-Term Funds

Externally managed money market securities include instruments and obligations that are issued by or guaranteed by the following entities; obligations of banks including banker's acceptances and floating rate notes, corporate debt, corporate commercial paper, schedule I or II chartered bank sponsored asset backed commercial paper, sovereign governments, supranational agencies, US state governments, Canadian provincial governments and other money market securities. All investments shall be denominated as to principal and interest in a currency that is consistent with the mandate and in the case of securities lending the currency of the cash collateral. A maximum of 20% of money market securities may be maintained in assets maturing beyond one year. The primary objective for investments in these securities is liquidity and preservation of capital.

Externally managed money market securities in actively managed mandates shall have a rating of at least R-1 (low), with a limit of not more than 30% in this rating. Where passive investments

are made in major fixed income indices, eligibility of an index will be determined by its suitability as an investment vehicle regardless of the rating of individual securities within the index.

There are no limitations on the amount that can be invested in money market securities issued by governments or their guaranteed corporations or agencies. A maximum of 8% can be invested in any single non-governmental issuer. Schedule I or II chartered bank asset backed commercial paper exposure will be limited to a maximum of 3% for any single trust/conduit.

6.2.2 Mid-Term Funds

Bonds and debentures are limited to publicly traded debt securities denominated in Canadian dollars.

A maximum of 20% of bonds and debentures may be maintained in assets maturing beyond five years. Bonds and debentures in actively managed mandates shall have a rating of at least “BBB” as measured by a recognized debt rating agency. The maximum “BBB” exposure will be 10% of fixed income in each actively managed portfolio. Where passive investments are made in major fixed income indices, eligibility of an index will be determined by its suitability as an investment vehicle regardless of the rating of individual bonds and debentures within the index.

There are no limitations on the amount that can be invested in bonds and debentures issued by governments or their guaranteed corporations or agencies. A maximum of 5% can be invested in bonds and debentures issued by any single municipality, non-governmental issuer, or Canadian-dollar denominated foreign-issuer.

6.2.3 Long-Term Core Funds

All long-term core funds are invested in the UEP and are managed in accordance with Sections 2 through 4 of this policy.

6.3 Performance Benchmarks

For each of these components of the NEIP the benchmark is:

Short-Term Funds	DEX 91 Day T-bill Index
Mid-Term Funds	DEX Short Term Bond Index
Long-Term Core Funds	UEP Composite Benchmark

6.4 Other Non-Endowed Funds

The assets of Restricted Non-Endowed Donations shall be invested with the same goals, restrictions and quality levels as described above and the University’s Interest Procedure for Restricted Special Purpose and Restricted Research Accounts will apply, subject to any stipulation required by contractual agreement, or by condition of the estate, or administrative arrangement.

7.0 GENERAL

7.1 Securities Lending and Commission Recapture

The securities may be loaned to investment dealers and banks as part of the custodian’s lending program when it is deemed that such lending may add incremental return to the fund at minimal risk and provided the loan is collateralized with highly liquid and marketable securities in accordance with industry standards and marked-to-market and adjusted on a daily basis.

External equity investment managers may be directed to participate in a commission recapture program in order to help mitigate internal investment research related expenses.

7.2 Exercise of Proxies and Voting Rights

Proxy or other voting rights will be exercised in the best interest of the University. The responsibility for voting is normally delegated to the investment manager, but the University reserves the right to direct the investment manager on the voting of proxies.

7.3 Valuation of Infrequently Traded Investments

The valuation of infrequently traded investments shall be determined by the trustee or custodian of the fund. In the case of direct investments in real estate, the valuation shall be based on independent opinions of qualified appraisers at a minimum of every three years.

7.4 Conflict of Interest Guidelines and Related Parties Transactions

The University's Conflict of Commitment and Conflict of Interest Policy will govern investment activities (General Faculties Council Policy # 35). Related Party transactions will be at fair market value.

7.5 Custody

To maintain a proper segregation of duties and adequate controls, all marketable securities held shall remain with a third-party custodian.

7.6 Policy Review

This policy shall be reviewed at least annually by the Board Investment Committee, who will either confirm or recommend changes to the Board of Governors. Upon recommendation from the Board Investment Committee, the Board of Governors can approve exceptions to this policy.

7.7 Donated Securities

Subject to market conditions, donated securities will generally be sold immediately upon receipt by the University. However, where it is advantageous to do so, and subject to the constraints of this policy, the University may hold these securities internally.

DEFINITIONS

These terms and definitions apply to this policy with no implied or intended institution-wide use.

Asset Allocation	The process of dividing investments into different asset classes, such as stocks, bonds, alternative assets, and cash in order to optimize the risk/return trade-off of a portfolio. This process is based on factors including investment time horizon, liquidity needs, risk tolerance, specific goals and situations, and legal and tax considerations.
Consumer Price Index (CPI)	A Statistics Canada index of retail prices for goods and services. Increases in the CPI are also referred to as increases in the cost of living and are directly correlated to increases in inflation.
Custodian	A financial institution, usually a bank or trust company, which holds an investment portfolio's securities and cash in safekeeping.
Derivatives	A financial instrument whose value is dependent on the performance of an underlying instrument or asset typically a commodity, bond or equity. They are also available on currencies, interest rates, and equity indices. Futures and options are examples of derivatives.
HFRX Global Hedge Fund Index	An index maintained by the Hedge Fund Research, Inc. (HFR) that utilizes an objective rules-based methodology to diversify across hedge fund managers that have low correlations to traditional asset classes. This index is rebalanced quarterly and is passively investable.

IPD Canada Annual Property Index	Investment Property Databank index to measure the total return of real estate investments across a wide spectrum of property categories in Canada.
MSCI World Index	The Morgan Stanley Capital International Index, which measures the total return (with dividends reinvested) of equity securities available in developed markets around the globe.
Proxy	A written authorization given by a shareholder to another individual, usually the company's management, in order to cast his/her vote at a shareholder meeting or at some other point in time.
Rate of Return	The percentage change in the value of an asset, including interest and dividends, over an evaluation period.
Real	Used in conjunction with asset values and rates of return and restates these nominal amounts for movements in the consumer price index.
Real Return Bond (RRB)	These bonds pay semi-annual interest based on a real interest rate. Unlike standard fixed-coupon marketable bonds, interest payments on RRBs are adjusted for changes in the consumer price index (CPI). Thus rates are adjusted higher for increases in the CPI and vice versa.
Risk	The possibility of loss and/or the uncertainty of future returns.
Risk Tolerance	An individual's ability to handle temporary and sustained declines in the value of their portfolio.
S&P/TSX Composite Index	The index that tracks the performance of approximately 300 stocks listed on the Toronto Stock Exchange.
DEX Universe Bond Index	An index produced by PC-Bond, the DEX Universe Bond Index is designed to be a broad measure of the Canadian investment-grade fixed income market. Returns are calculated daily, and are weighted by market capitalization. The Universe Index has been published since 1979.
Cambridge Associates Private Equity Index	An index produced by Cambridge Associates that tracks the total return for private equity.

RELATED LINKS

Should a link fail, please contact the policy's Office of Administrative Responsibility (see header).

[Unitized Endowment Pool \(UEP\) Spending Policy](#)

[Investment Committee Terms Of Reference](#)

[Statement of Investment Principles & Beliefs](#)

[Unitized Endowment Pool \(UEP\) Implementation Guidelines](#)

[Internal Loan Policy](#)

[Interest Procedure – Restricted Special Purpose and Restricted Research Accounts](#)

Approved:

Board of Governors, October 21, 2011

Board Investment Committee, September 26, 2011

OUTLINE OF ISSUE

Agenda Title: **Proposed Revisions to the UAPPOL Postdoctoral Fellows Policy**

Motion: THAT the Board of Governors, on the recommendation of the Board Learning and Discovery Committee, approve the proposed changes to the UAPPOL Postdoctoral Fellows Policy, as set forth in Attachment 1, to take effect July 1, 2013.

Item

Action Requested	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Recommendation <input type="checkbox"/> Discussion/Advice <input type="checkbox"/> Information
Proposed by	Office of the Vice-President (Research)
Presenter	Dr Lorne Babiuk, Vice-President (Research)
Subject	Proposed Revisions to the Postdoctoral Fellows Policy

Details

Responsibility	Postdoctoral Fellows Office
The Purpose of the Proposal is (please be specific)	To revise the current UAPPOL Postdoctoral Fellows Policy to reflect current realities specifically related to length of appointment
Replaces/Revises (eg, policies, resolutions)	Current UAPPOL Postdoctoral Fellows Policy
Timeline/Implementation Date	1 July 2013
Estimated Cost	n/a
Sources of Funding	n/a
Notes	<p>The current Postdoctoral Fellows Policy allows appointments of three years with an extension to a maximum of five years, and in practice this time period is proving too short for several reasons:</p> <ul style="list-style-type: none"> • The complexity of today's science and the frequent requests for two sequential postdoctoral appointments • The global nature of postdoctoral training whereby the first postdoctoral position may have occurred in a foreign language and at a foreign university • The requirements for both academic as well as entrepreneurial and leadership training within the time allocated to postdoctoral training <p>The significant change proposed for the Postdoctoral Fellows Policy is in section 1b, making the five-year appointment the standard length for a postdoctoral fellow.</p> <p>The other proposed changes in the policy are considered editorial in nature and are suggested for clarification.</p> <p>If the proposed revisions to the Postdoctoral Fellows Policy are approved by the Board, they will apply to all PDFs appointment on or after 1 July 2013.</p> <p>Proposed changes to the Postdoctoral Fellows Appointment Procedure are attached for the information of the Board of Governors. Consultation on the procedure is nearly complete, and it will be signed off by the Vice-President (Research) following approval of the proposed changes to the UAPPOL Postdoctoral Fellows Policy.</p>

Item No. 7.1

Alignment/Compliance

Alignment with Guiding Documents	Dare to Discover; Dare to Deliver; Comprehensive Institutional Plan
Compliance with Legislation, Policy and/or Procedure Relevant to the Proposal (please <u>quote</u> legislation and include identifying section numbers)	<p>1. Post-Secondary Learning Act (PSLA): The <i>PSLA</i> gives the Board of Governors the authority to “develop, manage and operate, alone or in co-operation with any person or organization, programs, services and facilities for the educational or cultural advancement of the people of Alberta” (Section 60(1)). Subject to the authority of the Board of Governors, the General Faculties Council has responsibility over “academic affairs” (Section 26(1)) and can “make recommendations to the board with</p> <ol style="list-style-type: none"> 1. respect to affiliation with other institutions” (Section 26(1)(o)). [...] <p>2. Board Learning and Discovery Committee Mandate: “Except as provided in paragraph 4 hereof and in the Board’s General Committee Terms of Reference, the Committee shall, in accordance with the Committee’s responsibilities with powers granted under the <i>Post-Secondary Learning Act</i>, monitor, evaluate, advise and make decisions on behalf of the Board with respect to matters concerning the teaching and research affairs of the University, including proposals coming from the administration and from General Faculties Council (the “GFC”), and shall consider future educational expectations and challenges to be faced by the University. The Committee shall also include any other matter delegated to the Committee by the Board.”</p> <p>Without limiting the generality of the foregoing the Committee shall:</p> <ol style="list-style-type: none"> b. review, provide feedback and approve teaching and research policies; j. ensure that the academic teaching and research activities at the University are administered and undertaken in a manner consistent with the vision and mission of the University; <p>[...].</p>

Routing (Include meeting dates)

Consultative Route (parties who have seen the proposal and in what capacity)	<p>Staff in University Governance were consulted concerning the recommended route for consultation about and approval of the proposed changes to the Policy.</p> <p>Gwen Bauer, Manager of the Policy Standards Office, reviewed and signed off on the development plan for the proposed changes.</p> <p>The University Research Policy Committee (URPC), comprised of Associate Deans (Research) from all faculties, reviewed the proposed changes to the policy on 26 April and expressed support for them.</p> <p>Gwen Bauer sent the proposed to the Policy and the Postdoctoral Fellows Appointment Procedure to the AASUA for comment on 22 April.</p> <p>The Postdoctoral Fellows Association reviewed the proposed changes to the policy on 29 April and was supportive of them.</p>
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Item No. 7.1

	The University Research Administration Committee (URAC), comprised of the Research Facilitators and administrative staff in RSO, REO, Financial Services, Human Resource Services, and Supply Management Services, reviewed the proposed changes to the policy on 3 May and expressed support for them.
Approval Route (Governance) (including meeting dates)	Board Learning and Discovery Committee - 28 May 2013 (for recommendation) Board of Governors – 21 June 2013 (for approval)
Final Approver	Board of Governors

Attachments:

1. Current UAPPOL Postdoctoral Fellows Policy with proposed changes indicated by “tracking” - **For Approval** (3 pages)
2. Current UAPPOL Postdoctoral Fellows Appointment Procedure with proposed changes indicated by “tracking” - **For information** (6 pages)

Prepared by: Janna Isabelle, Coordinator, PDF Office; janna.isabelle@ualberta.ca
Katharine Moore, Office of the Vice-President (Research); katharine.moore@ualberta.ca

U of A Policies and Procedures On-Line (UAPPOL)

Original Approval Date: May 12, 2006

Most Recent Approval Date: December 9, 2011

Postdoctoral Fellows Policy

Office of Accountability:	Office of the Vice-President (Research) and Office of the Provost and Vice-President (Academic)
Office of Administrative Responsibility:	Postdoctoral Fellows Office
Approver:	Board of Governors
Scope:	Compliance with University policy extends to all members of the University community.

Overview

Postdoctoral Fellows (PDFs) are valued members of the University community and make an indispensable contribution to ~~the-its~~ research environment ~~of the University~~. PDFs are appointed as part of the academic activities of the University of Alberta.

Purpose

To state the University's position on PDFs.

POLICY

1. ~~At the~~The University of Alberta, ~~considers~~ PDFs ~~are considered~~ trainees rather than employees ~~by the University~~. As such,
 - a. initial appointments must occur within five years from the completion of a doctoral degree or 10 years from the completion of a MD, DDS or equivalent. These time limits may only be extended by the Vice-President (Research) or designate, due to circumstances requiring an interruption in the PDF's research career ~~(eg medical necessity or parental responsibilities)~~.
 - b. appointments are for a limited period of time, from a minimum of three months to a maximum of ~~three-five~~ years, ~~with the possibility of renewal to a maximum total time as a PDF of five years (including previous PDF appointments)~~. This time limit may only be extended by the Vice-President (Research) or designate due to circumstances requiring an interruption in the PDF's research career. For those not holding permanent resident status, extension of the appointment will be subject to immigration approval.
 - c. PDFs train under the general supervision of a **faculty member(s)**, as a member of a research group or as an individual researcher, and may assist with the supervision of graduate students.
 - d. PDFs may apply in open competition for a faculty position.
 - e. with the prior agreement of the supervising faculty member(s), PDFs may undertake teaching responsibilities up to a maximum of one full course per term.
 - f. PDFs may be issued time-limited work permits for positions ~~granting-offering~~ a stipend or salary. They are exempt from advance approval from Service Canada under confirmation exemption code C44 of the Citizenship and Immigration Canada's *FW1 Foreign Worker Manual* ~~(pages 22, 23, 43 and 44)~~.
2. Individual faculty members or a group of faculty in consultation with the **unit head** may invite a PDF to join them as a trainee in a collegial relationship. The faculty member(s)

- a. is responsible for sending out the appointment letter to the PDF, which stipulates the terms and conditions of the appointment.
 - b. is responsible for the determination of the nature and scope of the scholastic and research activities and for supervision and feedback with respect to those activities.
 - c. and the department unit head are responsible for ensuring that there is sufficient office and/or laboratory space for PDFs.
 - d. will provide an environment wherein other applicable skills and/or knowledge may be acquired by the PDF (e.g. career planning, teaching experience, team/collaborative research, and specific career skills, which may include writing grant applications, critiquing papers and proposals, managing a laboratory, mentoring students, communication with non-specialists, and multi-disciplinary research).
 - e. is responsible, with the PDF, for developing at the start of the appointment period a clear understanding of rights and obligations under the policies and procedures on research, patents, conflict of interest, fraud and any other relevant issues.
 - f. will ensure that PDFs are appropriately recognized for their contributions in research outcomes, including publications, ~~and~~ patents, teaching and service to the University.
 - g. will provide whatever resources are required to support the collaborative research activities.
 - h. All shall ensure that all PDFs and their eligible dependents must beare enrolled in the University Postdoc Supplemental Health Insurance Plan, unless their spouse/partner has comparable coverage.
3. All PDFs, both on and off campus, must be registered and administered through the **PDF Office**, regardless of whether the funding comes directly from the **funding agency** or through the University.
4. PDFs must
- a. comply with all University and applicable funding agency policies and procedures.
 - b. comply with the provincial and federal legislation and any **professional codes of ethics** governing the practice of their discipline.
 - c. be responsible as a precondition to contact a Canadian embassy, consulate or visa office abroad to arrange an appropriate work permit and, if required, a temporary resident visa and/or medical examination if they are neither Canadian citizens nor permanent residents.
5. **Disputes** involving PDFs and another member of the University community shall be resolved in accordance with the *Postdoctoral Fellows Dispute Resolutions Procedure*.
6. A formal complaint against a PDF shall be addressed-handled according to the *Postdoctoral Fellows Discipline Procedure*. Nothing shall prevent the University from referring an individual matter to the appropriate law enforcement agency or professional body should such action be considered necessary.
7. PDFs may receive a Certificate of Postdoctoral Study/Training recognizing completion of their appointment. The certificate is not an academic credential.

DEFINITIONS

Any definitions listed in the following table apply to this document only with no implied or intended institution-wide use. ▲Top	
Postdoctoral Fellows (PDFs)	Individuals who are appointed as research trainees normally within five years from the completion of a doctoral degree or 10 years from the completion of a MD, DDS or equivalent.
Faculty Member	University faculty member who has been designated to oversee the activities associated with the scholastic opportunity of the PDF.

Unit Head	Applies to Chair of a Department, Dean of a non-departmentalized faculty, Director of an Institute.
Postdoctoral Fellows (PDF) Office	The office that has been designated to register the PDFs at the University and to provide formal administrative services.
Funding Agency	Either the University or another institution or agency that provides the funding to the PDF.
Professional Codes of Ethics	All provincial and federal Codes of Ethics or Codes of Conduct governing the relevant profession and the practice of its discipline.
Dispute	A serious disagreement between a PDF and another member of the University community regarding matters other than the violation of University policy and procedures.
Discipline	Administrative consequences for dealing with a formal complaint brought against a PDF who has violated University policies or procedures.

FORMS

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[Postdoctoral Fellows' Letter of Offer](#) (University of Alberta)

[Request for Certificate of Completion Form](#) (University of Alberta)

RELATED LINKS

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[Conflict Policy - Conflict of Interest and Commitment, and Institutional Conflict](#) (UAPPOL)

[FW1 Foreign Worker Manual](#), Confirmation Exemption Code C44 [[pages 22, 23, 43 and 44](#)] ([Citizenship and Immigration Government of Canada](#))

[Fraud and Irregularity Policy](#) (UAPPOL)

[Immigration and Refugee Protection Act](#) [regulations 124(1)(c), 124(2), 125, 126, 127(a) and (b), 128(a) and (b)] ([Department of Justice Government of Canada](#))

[Patent Policy](#) (UAPPOL)

[Postdoctoral Fellows Office](#) (University of Alberta)

[Research Policy](#) (UAPPOL)

PUBLISHED PROCEDURES OF THIS POLICY

[Postdoctoral Fellows Appointment Procedure](#)

[Postdoctoral Fellows Discipline Procedure](#)

[Postdoctoral Fellows Dispute Resolution Procedure](#)

U of A Policies and Procedures On-Line (UAPPOL)

Original Approval Date: May 12, 2006

Most Recent Editorial Date: November 14, 2011

Parent Policy: [Postdoctoral Fellows Policy](#)

Postdoctoral Fellows Appointment Procedure

Office of Administrative Responsibility:	Postdoctoral Fellows Office
Approver:	Vice-President (Research)
Scope:	Compliance with University procedure extends to all members of the University community.

Purpose

To describe appointment procedures for **Postdoctoral Fellows** (PDFs).

PROCEDURE

1. RECRUITMENT

PDFs are not employees of the University. Despite that, when recruiting PDFs, **faculty members** must adhere to relevant legislation, such as the *Human Rights, Citizenship and Multiculturalism Act*. Information on human rights legislation is available from the Office of Safe Disclosure & Human Rights. Faculty ~~Members~~ **members** will consider the University's employment equity goals when recruiting PDFs. Citizenship and Immigration Canada (CIC) states that PDFs are exempt from employment confirmation (ie, Canadians/Permanent Residents are to be given priority).

Recruitment for such appointments varies; it can take place through recommendation by a faculty member at another university, through networking at conferences, ~~by~~ **the** awarding of a fellowship ~~through~~ **by** a **funding agency**, or by advertising in appropriate journals or newspapers.

~~For PDFs in the sciences, the customary pattern is to seek to broaden research expertise under the guidance of an established researcher. For those in the humanities, the customary pattern is to embark on a new research project with guidance from and in consultation with an experienced faculty member(s).~~ In all disciplines, an important objective **for the PDF** is to strengthen the publication record, curriculum vitae (cv), and where appropriate teaching dossier, thereby building a reputation and enhancing the chances of securing a more permanent faculty or research position. The pattern by which the PDF's work is done will vary by discipline.

2. SELECTION

Most often, a faculty member who has funding to support a PDF will conduct the selection process personally, or with other faculty members if there is joint funding for the position, using phone calls, e-mail, faxes, letters of reference, recommendations, and copies of research papers to assist in the decision process.

Killam **and Notley** fellowships are awarded ~~by~~ **through** an adjudication process established by the University; fellowships funded by external agencies are awarded ~~by~~ **through** an adjudication process established by each external agency.

3. APPOINTMENT

a. Offer Letter

The letter inviting the individual to come to the University must be signed by the faculty member(s) and **unit head**. By signing the letter the unit head accepts the PDF into the department.

The letter of invitation is to specify:

- i. The term of appointment as a PDF (if appointing for an initial three years, the contract should contain a condition of review after one year and subsequent continuation dependent upon a satisfactory performance review)
- ii. Name of supervising faculty member(s) and unit head
- iii. That it is not an employment contract but rather that the PDF will be classified as a trainee at the University
- iv. ~~Funding agency(s)~~ Source of funding
- v. Stipend arrangements including capability of providing scale and/or increment adjustments
- vi. Benefit arrangements
- vii. Nature of the research to be undertaken
- viii. Leave with pay arrangements
- ix. Teaching duties, if assigned, to a maximum load of one full course per term
- x. Office location
- xi. Any special conditions, eg, subject to immigration approval (if applicable)

The PDF signs ~~this the offer~~ letter ~~of invitation~~ to indicate acceptance and returns it to the faculty member. The ~~Faculty~~ faculty Member member forwards an original copy of the acceptance to the **Postdoctoral Fellows (PDF) Office**; the new PDF will then be sent a welcome package by the PDF Office.

4. DOCUMENTATION

For an individual to be registered as a PDF at the University, all appropriate documentation is to be completed and submitted to the PDF Office (*ie*, offer letter, registration form, cv, degree certificate, appointment form, and if appropriate, a work permit).

5. IMMIGRATION

PDFs who are neither Canadian Citizens nor permanent residents may be issued time-limited work permits for positions granting offering a stipend or salary. They are exempt from advance approval from Service Canada under confirmation exemption code C44 of the Citizenship and Immigration's FW1 *Foreign Worker Manual* (pages 22, 23, 43 and 44).

Failure to obtain proper authorization from Citizenship and Immigration Canada automatically cancels the PDF's appointment without further recourse. See, *Immigration and Refugee Protection Act*, [regulations 124(1)(c), 124(2), 125, 126, 127(a) and (b), 128(a) and (b)].

PDFs cannot legally be moved to positions as Research Associates without prior advertising of the position, prior approval by Service Canada, and, the issuing of a new work permit. See, *Immigration and Refugee Protection Act*, [regulations 124(1)(c), 124(2), 125, 126, 127(a) and (b), 128(a) and (b)].

6. ORIENTATION

- a. The PDF Office will host regular orientations to the University.
- b. Orientation to the Department/Faculty

The faculty member and the unit are responsible for specific orientation of PDFs to the University department or faculty. Departmental or faculty administrators prepare written materials about services, procedures and standards in the department and faculty, as well as useful contacts at the University.

The faculty member is responsible for orientation of the research location, and for providing information about performance expectations, expectation of research effort, safety procedures and ethical/scholarly integrity issues.

7. SUPERVISOR LEAVES

It is the responsibility of supervisors to make adequate provisions for supervision of their PDFs during their leave. Therefore, academic members who intend to take a leave (exceeding two months) during a period in which they have PDFs under their supervision shall submit to their department and the PDFs involved a written statement describing the arrangements which have been made to provide satisfactory supervision during the period of the leave.

7.8. STIPEND

Stipend ranges for PDFs are governed by the regulations of the funding agency. For current information on stipends contact the PDF Office. Where no specific stipend is mandated, the PDF's stipend is based on his/her relevant experience and responsibilities. PDF stipends can come from various sources, including fellowships, supervisor research grants, and/or department operating funds.

In cases where there are no specific guidelines from a funder, the University of Alberta requires that PDFs receive a minimum stipend of at least 1.5 times the current PhD level (36 hours per week) award and minimum salary rates for TAP A trust-funded appointments. These rates are negotiated annually between the Graduate Students' Association and the Governors of the University of Alberta and can be found in the Regulations Governing Academic Employment of Graduate Students.

Total stipend may exceed the regulated maximum of a single funding agency provided that other sources of funding are used available.

The ability to provide scale and increment adjustments will be determined by the faculty member upon consideration of the available funding source(s) and the PDF's experience and responsibilities.

8.9. BENEFITS

All PDFs and their eligible dependents must be enrolled in the University benefits plan, unless their spouse/partner has comparable coverage. The benefits are paid by the faculty member, except in the case of disciplines where the PDF is not training directly with a faculty member. For example, if the PDF does not co-publish with the faculty member or whose research is not connected with the faculty member's; the faculty member is simply serving in a supervisory capacity. In such circumstances, benefits will be covered by the home department or Faculty faculty of the PDF or the Killam Trust Fund. The benefits are effective the first day of the month following the appointment date (eg if appointed January 1, benefits become effective February 1).

9.10. RENEWAL

A PDF's appointment will automatically cease at the end of the term of appointment. In some instances an appointment may be renewable; provided that the PDF still falls within the definition of a PDF and that the renewal would not normally exceed the total time limit of five years.

The PDF must receive a renewal letter outlining the terms of the renewal and it must be signed by the faculty member(s) and unit head. The PDF signs this renewal letter to indicate acceptance and returns it to the faculty member. The faculty member forwards a copy of the acceptance to the PDF Office.

4011. TEACHING

Some PDFs have expressed an interest in obtaining teaching experience. PDFs should discuss with the faculty member their desire to participate in the teaching activities of the department. In cases of formal assignment of teaching duties the maximum load is one full course per term (3 course weights). For teaching assignments, PDFs will be appointed as temporary academic staff under the appropriate employment terms and be considered an employee of the University. The salary for the teaching activities will be drawn from the department operating funds and will be subject to withholding by the University for Canada Pension Plan and Employment Insurance.

Faculty members should determine in advance of making any teaching appointment arrangements if there are any funding agency restrictions to whether teaching can be assigned to a particular PDF.

PDFs may be involved in undergraduate and graduate lecturing, laboratory instruction, tutorials, supervision of undergraduate projects, and assistance with the supervision of graduate students.

~~PDFs should discuss with the faculty member their desire to participate in the teaching activities of the department. In cases of formal assignment of teaching duties the maximum load is one full course per term (3 course weights). For teaching assignments, PDFs will be appointed as temporary academic staff under the appropriate employment terms and be considered an employee of the University. The salary for the teaching activities will be drawn from the department operating funds and will be subject to withholding by the University for Canada Pension Plan and Employment Insurance.~~

4412. PRIVILEGES

PDFs are eligible for a University ONEcard (funded by the supervisor and/or supervising department/faculty), which provides full library privileges and access to a campus computing ID and password. PDFs may also apply and pay for the following:

- a. a privilege card for use of the physical education and recreation facilities
- b. membership in the Faculty Club
- c. a parking permit
- d. access to the University Health Centre

123. LEARNING AND DEVELOPMENT

Some PDFs may wish to further their professional development experience. A self-directed Professional Development Program for PDFs is available. For details contact the Postdoctoral Fellows Office.

It is important that **F**aculty **M**embers provide PDFs the opportunity to attend workshops and presentations to enhance their career development.

DEFINITIONS

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Funding Agency	Either the University or another institution or agency that provides the funding to the PDF.
Unit Head	Applies to Chair of a Department, Dean of a non-departmentalized faculty, Director of an Institute
PDF Office	The office that has been designated to register the PDFs at the University and to provide formal administrative services.

FORMS

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[Postdoctoral Fellows' Letter of Offer](#) (University of Alberta)

[Postdoctoral Fellows' Renewal Letter](#) (University of Alberta)

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[FW1 Foreign Worker Manual](#), Confirmation Exemption Code C44 [~~pages 22, 23, 43 and 44~~] (Government of Canada)

[Human Rights, Citizenship and Multiculturalism Act](#) (Government of Alberta)

[Immigration and Refugee Protection Act](#) [regulations 124(1)(c), 124(2), 125, 126, 127(a) and (b), 128(a) and (b)] (~~Department of Justice~~ [Government of Canada](#))

[Office of Safe Disclosure and Human Rights](#) (University of Alberta)

[Patent Policy](#) (UAPPOL)

[Postdoctoral Fellows Office](#) (University of Alberta)

[Regulations Governing Academic Employment of Graduate Students](#) (University of Alberta)

~~[Renewal Letter](#) (University of Alberta)~~

[Research Policy](#) (UAPPOL)

[Supplemental Health Care](#) (University of Alberta)

OUTLINE OF ISSUE

 Agenda Title: **Merger of Augustana Faculty's Department of Fine Arts and Department of Humanities**

Motion: THAT the Board of Governors, on the recommendation of the Board Learning and Discovery Committee and General Faculties Council, approve the proposed merger of Augustana Faculty's Department of Fine Arts and Department of Humanities into a single Department of Fine Arts and Humanities, as submitted by the Dean of Augustana Faculty and as set forth in Attachment 1, to take effect July 1, 2013.

Item

Action Requested	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Recommendation <input type="checkbox"/> Discussion/Advice <input type="checkbox"/> Information
Proposed by	Allen Berger, Dean, Augustana Faculty
Presenters	Martin Ferguson-Pell, Acting Provost and Vice-President (Academic)
Subject	Proposed Department Merger at Augustana Faculty

Details

Responsibility	Provost and Vice-President (Academic)
The Purpose of the Proposal is (please be specific)	To create administrative efficiencies and reduced expenditures and help facilitate improved faculty communication and new collaborations in teaching and research.
The Impact of the Proposal is	Budgetary savings of one Department Chair stipend, course releases, and administrative leave.
Replaces/Revises (eg, policies, resolutions)	The existing Department of Fine Arts and the Department of Humanities at Augustana Faculty.
Timeline/Implementation Date	Effective July 1, 2013 (to be in place before the start of the 2013-2014 academic year).
Estimated Cost	As set out in the attached 'Memorandum'.
Sources of Funding	N/A
Notes	Any course changes that result from this merger of Departments at Augustana Faculty will be considered for approval in the standard manner (ie, formal consideration by the GFC Executive Committee and/or circulation by means of the GFC-mandated processes for formal approval of University Calendar changes).

Alignment/Compliance

Alignment with Guiding Documents	<i>Dare to Discover</i> and <i>Dare to Deliver</i> ; University of Alberta <i>Comprehensive Institutional Plan (CIP)</i>
Compliance with Legislation, Policy and/or Procedure Relevant to the Proposal (please quote legislation and include identifying section numbers)	<p>1. Post-Secondary Learning Act (PSLA) Section 26(1) states:</p> <p>"Powers of general faculties council</p> <p>26(1) Subject to the authority of the board, a general faculties council is responsible for the academic affairs of the university and, without restricting the generality of the foregoing has the authority to</p> <p>[...]</p> <p>(l) recommend to the board [of governors] the establishment of faculties, schools, departments, chairs and programs of study in the university in any subject that the general faculties council thinks fit;</p> <p>[...]</p> <p>(o) make recommendations to the board with respect to [...] academic planning, campus planning [...] and any other matters considered by the general faculties council to be of interest to the</p>

Item No. 7.2

university[.] [...]”

In **Section 19 (Board to consider recommendations)** of the *PSLA*, it states: “A board must consider the recommendations of the general faculties council, if any, on matters of academic import prior to providing for [...]

(e) the establishment of faculties, schools, departments, chairs programs of study and any other activities the board considers necessary or advantageous.”

2. GFC Academic Planning Committee (APC) Terms of Reference/3. Mandate of the Committee:

“The Academic Planning Committee (APC) is GFC's senior committee dealing with academic, financial and planning issues. As such, it is not only responsible to GFC (or the Board) for the specific matters itemized below, but may also ask to consider or recommend to GFC on any academic issue, including 1) those issues under the purview of other GFC committees, 2) any academic issue related to restructuring, 3) any research-related issue, or 4) issues linked to academic service units where those issues have a significant academic impact. In like manner, the President, Provost and Vice-President (Academic) or other Vice-Presidents may refer any matter to APC for consideration or recommendation to GFC. APC is also responsible to GFC for promoting an optimal learning environment for students and excellence in teaching, research, and graduate studies. (GFC 29 SEP 2003)

APC is responsible for making recommendations to GFC and/or to the Board of Governors concerning policy matters and action matters with respect to the following:

[...]

1. Units

a. Subject to Article 32 of the Faculty Agreement, to recommend to GFC on the establishment and termination of Faculties, Departments, Schools and divisions, and on mergers involving Faculties, Departments or Schools. (Divisions are defined as academic units with authority over student programs. They may be budgetary units and may or may not be part of an existing Department.)

With respect to any proposal to terminate, merge or reorganize a Faculty, Department or School, the Provost and Vice-President (Academic) will ensure that before a proposal is placed before APC, the Dean(s) is notified, provided with supporting documentation, and is given a reasonable amount of time to take the matter to the Faculty Council(s). [...]

(Note: In the case of the attached proposal, it should be noted that this is a Faculty-driven initiative in the first instance.)

Item No. 7.2

	<p>2. Board Learning and Discovery Committee (BLDC) Terms of Reference</p> <p>“3. <u>MANDATE OF THE COMMITTEE:</u></p> <p>Except as provided in paragraph 4 hereof and in the Board’s General Committee Terms of Reference, the Committee shall, in accordance with the Committee’s responsibilities with powers granted under the Post-Secondary Learning Act, monitor, evaluate, advise and make decisions on behalf of the Board with respect to matters concerning the teaching and research affairs of the University, including proposals coming from the administration and from General Faculties Council (the “GFC”), and shall consider future educational expectations and challenges to be faced by the University. The Committee shall also include any other matter delegated to the Committee by the Board. [...]</p> <p>3. <u>LIMITATIONS ON DELEGATION BY THE BOARD</u></p> <p>This general delegation of authority by the Board to the Committee shall be limited as set out in this paragraph. Notwithstanding the general delegation of authority to the Committee as set out in paragraph 3, the Board shall make all decisions with respect to:</p> <p style="padding-left: 40px;">a. the establishment, continuation, reorganization or abolition of faculties, schools and departments[.] [...]”</p>
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Routing (Include meeting dates)

Consultative Route (parties who have seen the proposal and in what capacity)	Augustana Faculty Department of Fine Arts and Department of Humanities (March, 2013); Office of the Registrar; Office of the Provost and Vice-President (Academic)
Approval Route (Governance) (including meeting dates)	Augustana Faculty Council (April 8, 2013) – for recommendation; GFC Academic Planning Committee (May 22, 2013) – for recommendation to General Faculties Council (GFC); Board Learning and Discovery Committee (May 28, 2013) – for recommendation to the Board (pending GFC’s recommendation); General Faculties Council (June 3, 2013) – for recommendation; Board of Governors (June 21, 2013) – for final approval
Final Approver	Board of Governors

Attachment:

1. Memorandum of Agreement Regarding Merger of Augustana Faculty’s Departments of Fine Arts and Humanities and Support Letters (4 pages)

Prepared by: Sarah Ross, Executive Assistant to the Vice-Dean, Augustana Campus, ross3@ualberta.ca

Memorandum of Agreement

Department Merger

University of Alberta, Augustana Campus Departments of Fine Arts and Humanities

On the 8th April 2013, the Faculty Council of Augustana Campus approved the following motion:

THAT the Faculty Council approve the merger of the Department of Humanities and the Department of Fine Arts effective 1 July 2013, to create a single Department of Fine Arts and Humanities.

The purpose of this motion is the reorganization of two small Departments, and their integration into a single Department within Augustana. It is not to achieve any staff reduction or program cuts for students.

The motion has been discussed within the Departments of Fine Arts and Humanities and has been supported by the continuing academic staff in both departments.

Augustana Faculty Council recommends this proposed reorganization to the Provost and the General Faculties Council. Details of the background, rationale and action plan are listed below.

Background

This motion is the result of consultations with staff in Fine Arts, Humanities and other affected stakeholders. The reasons are given below:

1. The merger of the two departments will result in annual budgetary savings of approximately \$39K (calculated on the basis of anticipated savings from a chair stipend, course releases, and administrative leave).
2. The current Departments of Fine Arts and Humanities are significantly smaller than Augustana's other two academic departments, the Department of Social Sciences and the Department of Science.
3. The merger will reduce the committee workload that must be borne by the faculty in the two departments.
4. In addition to creating administrative efficiencies and reduced expenditures, a merger will help facilitate improved faculty communication and new collaborations in teaching and research.
5. The proposal does have an impact on the Office of the Registrar, specifically with regard to the need to recode courses. Both Jonathan Hawkins, Assistant Registrar at Augustana, and Gerry Kendal, Registrar, have been consulted.

Action Plan

1. This merger is not being advanced for the purpose of producing staffing reductions. We do currently have a part-time administrative secretary in Fine Arts who is on approved leave. For the time being, that work is being redistributed.
2. The merger is also not being advanced for the purpose of reducing program or course options for students.
3. The Department of Humanities and the Department of Fine Arts will cease to exist as separate academic units as of 1 July 2013.
4. Following consultation with both departments, the Dean will consult with the Acting Provost regarding the appointment of Kim Misfeldt, current Chair of Humanities, to serve out the remainder of her term as Chair of the new merged department.
5. In addition to the Chair role, a separate position of Director of Music will be created, with specific duties and terms to be finalized through consultation involving the music faculty, the two current Chairs, and the Dean.
6. The specific duties of the administrative assistants currently assigned to the Department of Humanities and the Department of Fine Arts may be modestly adjusted by the Chair of the merged department to create equity, efficiencies and opportunities for cross training.

[Submitted by Allen Berger, Dean, Augustana Faculty, April, 2013]

8406, rue Marie-Anne-Gaboury (91 St)
Edmonton, Alberta, Canada T6C 4G9
Tel: 780.465.8700
Fax: 780.465.8760
www.csj.ualberta.ca

By email: allen.berger@ualberta.ca

May 6, 2013

Dr. Allen Berger, Dean
Augustana Campus
University of Alberta
2-062 Augustana Forum
Camrose, AB T4V 2R3

Dear Allen:

I am pleased to lend CSJ's support to the requested merger of Augustana's Department of Humanities and the Department of Fine Arts to create a single Department of Fine Arts and Humanities. The arguments presented in your proposal are compelling and I will speak to the issue at Wednesday's APC meeting.

We are contemplating a similar merger of two "Arts" sectors at Saint-Jean. Administrative efficiencies, a reduction in committee workload for faculty, and budget savings all figure in the rationale for this initiative as they do in yours.

Best wishes,



Ed Blackburn
Acting Dean

cc: Garry Bodnar, Director of GFC Services, University Governance

6-33 Humanities Centre
Edmonton, Alberta, Canada T6G 2E5
Tel: 780.492.ARTS
Fax: 780.492.7251
www.arts.ualberta.ca

May 6, 2013

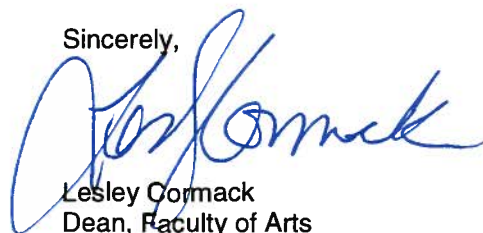
Allen Berger,
Dean, Augustana Campus
2-062 Augustana Forum
Camrose, AB T4V 2R3

Dear Allen,

I am writing to support the proposed merger of the Departments of Fine Arts and Humanities in Augustana Faculty. This merger makes administrative sense and should have the added benefit of academic and pedagogical connections among disciplines in these two areas.

There are no issues of concern from the point of view of the Faculty of Arts. We expect to continue our strong intellectual connections with the faculty and programs of these two departments when they merge into one.

Sincerely,



Lesley Cormack
Dean, Faculty of Arts
Professor of History
6-33 Humanities Centre
University of Alberta
Edmonton, AB T6G 2E5
ph: [780-492-4223](tel:780-492-4223) Fax: [780-492-7251](tel:780-492-7251)
artsdean@ualberta.ca

cc: Garry Bodnar, Director of GFC Services

OUTLINE OF ISSUE

Agenda Title: **University of Alberta 2012-13 Annual Report for submission to the Government of Alberta**

Motion: THAT the Board of Governors, on the recommendation of the Board University Relations Committee, approve and adopt the *University of Alberta 2012-2013 Annual Report for submission to the Government of Alberta* and empower the Associate Vice-President (Audit & Analysis) to make any editorial changes to the *Report*, as needed, as long as the changes do not have the force of policy.

Item

Action Requested	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Recommendation <input type="checkbox"/> Discussion/Advice <input type="checkbox"/> Information
Proposed by	Office of Strategic Analysis
Presenter	Phyllis Clark, Vice-President (Finance and Administration) Debra Pozega Osburn, Vice-President (University Relations) Mary Persson, Associate Vice-President (Audit & Analysis)
Subject	University of Alberta Annual Report to the Government of Alberta

Details

Responsibility	Vice-President (Finance and Administration)
The Purpose of the Proposal is (please be specific)	To comply with Alberta Enterprise and Advanced Education legislation and guidelines. Reports on the <i>University of Alberta 2012 Comprehensive Institutional Plan</i> by highlighting University accomplishments during the period of April 1, 2012 to March 31, 2013
The Impact of the Proposal is	N/A
Replaces/Revises (eg, policies, resolutions)	N/A
Timeline/Implementation Date	Due for submission to the Minister of Enterprise and Advanced Education by September 30, 2013.
Estimated Cost	Printing and design costs only.
Sources of Funding	N/A
Notes	The report follows Enterprise and Advanced Education's most recent <i>Alberta Post-secondary Institution Annual Report Guideline</i> (January 2010).

Alignment/Compliance

Alignment with Guiding Documents	<i>University of Alberta 2012 Comprehensive Institution Plan</i> . The annual cycle of reports is as follows: <ul style="list-style-type: none"> ○ <i>Comprehensive Institutional Plan</i> – to the Government of Alberta by March 31 ○ <i>Report to the Community</i> – for public distribution, April ○ <i>Financial Statements for Year Ended March 31</i> – to the Government of Alberta by July 15 ○ <i>Dare to Discover Report</i> – to Board of Governors, October ○ <i>Annual Report</i> – for submission to the Government of Alberta, September 30
Compliance with Legislation, Policy and/or Procedure	1. Post-Secondary Learning Act (PSLA):



<p>Relevant to the Proposal (please quote legislation and include identifying section numbers)</p>	<p>Annual report <i>"79(1) Each year a board must prepare and submit to the Minister a report that includes</i> <i>(a) the Audited Financial Statements for the preceding fiscal year, and</i> <i>(b) any other information the Minister requires.</i> <i>80 The board must submit to the Minister any reports or other information required by the Minister.</i></p> <p>Note: The University's Audited Financial Statements are prepared and submitted to Advanced Education as a separate document."</p> <p>2. GFC Academic Planning Committee Terms of Reference/3. Mandate of the Committee:</p> <p><i>"The Academic Planning Committee (APC) is GFC's senior committee dealing with academic, financial and planning issues. As such, it is not only responsible to GFC (or the Board) for the specific matters itemized below, but may also ask to consider or recommend to GFC on any academic issue, including 1) those issues under the purview of other GFC committees, 2) any academic issue related to restructuring, 3) any research-related issue, or 4) issues linked to academic service units where those issues have a significant academic impact. In like manner, the President, Provost and Vice-President (Academic) or other Vice-Presidents may refer any matter to APC for consideration or recommendation to GFC. APC is also responsible to GFC for promoting an optimal learning environment for students and excellence in teaching, research, and graduate studies."</i></p> <p>3. Audit Committee Terms of Reference, Section 3 (k):</p> <p><i>Other Compliance and Reporting Oversight</i> <i>(k) review any published documents containing financial information derived from the financial statements and consider whether the information contained in these documents is consistent with the information contained in the financial statements;</i></p> <p>4. Board University Relations Committee Terms of Reference/Sections 2 and 3:</p> <p><i>2. Mandate</i> The Committee promotes the advancement of the University's Mission and Vision, aligns with the University Values, complies with the University Mandate and supports institution-wide plans, priorities and objectives by fulfilling its Committee Mandate in four Areas of Interest:</p> <p><i>a. University Reputation The Committee guides efforts to ensure that the University safeguards and enhances its reputation to advance its interests.</i></p> <p>3. Scope of Duty <i>Without limiting interpretation of the Committee Mandate to promote the University's Mission and Vision, align with the University's Values, comply with the University Mandate and support the institution-wide plans, priorities and objectives in four identified Areas of Interest, the</i></p>
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	<p><i>Board authorizes the Committee to:</i></p> <p>a. Recommend Board approval of proposals within the Committee Mandate, which realize the approved institution-wide plans, priorities, objectives or related policy goals;</p> <p>4. <u>LIMITATION ON DELEGATION BY THE BOARD</u> <i>The general delegation of authority by the Board to the Committee shall be limited as set out in this paragraph. Notwithstanding the general delegation to the Committee as set out in paragraph 3 the Board shall make all decisions with respect to:</i></p> <ul style="list-style-type: none"> ▪ <i>approval of strategies concerning government policies and community relations issues that may be of significant impact to the University and its operations.</i>
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Routing (Include meeting dates)

Consultative Route (parties who have seen the proposal and in what capacity)	Office of the President (April, 2013); PEC-O (May 16, 2013); GFC Academic Planning Committee (APC) – for information/discussion (May 22, 2013) Board Audit Committee (June 3, 2013 – financial portion only);
Approval Route (Governance) (including meeting dates)	Board Audit Committee reviewed and approved an excerpt of the financial information contained in the report; Board University Relations Committee reviewed the report on May 31, 2013 and recommend Board of Governors' approval and adoption of the <i>2012-2013 Annual Report to the Government of Alberta</i> .
Final Approver	Board of Governors (June 21, 2013)

Attachments:

Attachment 1– University of Alberta 2012-2013 Annual Report for submission to the Government of Alberta, including draft submission letter

Prepared by: Mary Persson, Associate Vice-President (Audit & Analysis) (mary.persson@ualberta.ca)



July 15, 2013

The Honourable Thomas Lukaszuk
Minister of Enterprise and Advanced Education
408 Legislature Building
10800 97 Avenue
Edmonton, AB
T5K 2B6

Dear Minister:

I enclose a printed copy of the University of Alberta's Annual Report for the year ended March 31, 2013. It was approved by our Board of Governors on June 21, 2013 and follows Enterprise and Advanced Education's most recent *Alberta Post-secondary Institution Annual Report Guideline* (January 2010). It is also accessible on the University's web site at: <http://strategic.ualberta.ca/en/ReportsandPublications.aspx>

As this Annual Report will make clear, the fiscal year 2012-13 has been a year in which significant advancements were achieved. I would like to draw your attention to the following key points:

- A flagship institution with a national and international reputation for excellence U of A has also proven to be a major benefit to Campus Alberta. To date, the U of A has negotiated more than 5,200 transfer agreements with its Campus Alberta partners, enabling more than 27,000 students to move from other Campus Alberta institutions to the U of A.
- The vast majority of U of A graduates (89.0%) are satisfied with their educational experience and virtually all (97.0%) are employed, 2-years after graduation.
- The U of A demonstrates research excellence; we are within the top three universities in Canada in both total and per capita research funding.
- In 2009-2010 alone, the U of A added \$12.3 billion to the provincial economy, according to a recent economic impact study conducted by business professors Anthony Briggs and Jennifer Jennings. That is equivalent to approximately five per cent of Alberta's gross domestic product.
- U of A demonstrates responsible stewardship of resources. In the latest reporting cycle, U of A's administrative expenditures represented 3.6% of operating expenditures, down from 4.8% over two reporting cycles.

Even as we deal effectively with serious financial challenges University of Alberta faculty, staff and students, together with the support of government, business, and the broader community, will continue to build one of the world's great universities.

Yours sincerely,

Douglas O. Goss, Q.C.
Chair, Board of Governors

Enclosure

- c David Morhart, Deputy Minister, Alberta Enterprise and Advanced Education (with 8 copies of the Annual Report for distribution)
- Indira.V. Samarasekera, President and Vice-Chancellor, University of Alberta

2012-2013 ANNUAL REPORT

FOR SUBMISSION TO THE GOVERNMENT OF ALBERTA
June 2013



DARE TO DISCOVER: A VISION FOR A GREAT UNIVERSITY

QUAECUMQUE VERA — WHATSOEVER THINGS ARE TRUE

University of Alberta Vision, Mission, Cornerstones, and Values

The University of Alberta *vision* is to inspire the human spirit through outstanding achievements in learning, discovery, and citizenship in a creative community, building one of the world's great universities for the public good.

Our mission is to create and sustain a vibrant and supportive learning environment that discovers, disseminates, and applies new knowledge through teaching and learning, research, creative activity, community involvement, and partnerships. The University of Alberta gives a national and international voice to innovation in our province, taking a lead role in placing Canada at the global forefront.

The U of A aspires to become one of the top public universities in the world by 2020 by focusing academic planning and strategic decision-making on *four cornerstones*:

1. Talented People
2. Learning, Discovery, and Citizenship
3. Connecting Communities
4. Transformative Organization and Support

Our values: The U of A community of students, faculty, staff, and alumni rely on shared, deeply held values that guide behaviour and actions. These values are drawn from the principles on which the University of Alberta was founded in 1908 and reflect a dynamic, modern institution of higher learning, leading change nationally and internationally.

Excellence: Excellence in teaching that promotes learning; outstanding research and creative activity that fuel discovery and advance knowledge; and enlightened service that builds citizenship.

Student Experience: The centrality of our students and our responsibility to provide an intellectually superior educational environment.

Integrity and Academic Freedom: Integrity, fairness, and principles of ethical conduct built on the foundation of academic freedom, open inquiry, and the pursuit of truth.

Diversity and Creativity: A diverse, yet inclusive, dynamic collegial community that welcomes change and seizes opportunity with passion and creativity.

Pride: Pride in our history and traditions, including contributions from Aboriginal people and other groups, which enrich and distinguish the university.

*“The people demand that knowledge shall not be the concern of scholars alone.
The uplifting of the whole people shall be its final goal.”*

- Henry Marshall Tory, September, 1908

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Message from the Chair

On behalf of my colleagues on the University of Alberta Board of Governors, I present the 2012-2013 Annual Report as a record of the University's continued progress towards the goals outlined in its Comprehensive Institutional Plan and Academic Plan, Dare to Deliver 2011-2015. This report for the year ending March 31, 2013 has been prepared under the Board's direction in accordance with the Government Accountability Act, the Post-Secondary Learning Act and associated ministerial guidelines. All economic, environmental and fiscal implications of which we are aware have been considered in the preparation of this report. It includes a financial report drawn from the University's financial statements, as well as a discussion of key challenges, risks, and opportunities faced by the University of Alberta over the past year.

As I submit this report, I am pleased to note the University's remarkable capacity to advance the Province of Alberta's ambitious goals. The University is bold, driven by a vision of excellence and success, as is the province. We share a vision of a future bolstered by a diverse economic system – one defined both by productivity and by creativity.

True to our mandate, as approved in 2009 by the Minister of Advanced Education and Technology, we offer a broad range of outstanding learning and research programs to prepare citizens and leaders who make a difference. We play a leading role in Campus Alberta by collaborating with other Alberta institutions, responding to vital community relationships at every level, and giving a national and international voice to Alberta innovation. Also in line with our mandate, the University of Alberta enhances student opportunities and builds Alberta's capacity for long-term, knowledge-driven sustainable development at the global forefront.

As Governors, we share the provincial government's overarching goal of assuring that Alberta's post-secondary system serves our citizens effectively and efficiently, and competes with the best higher education systems in the world. As Board Chair, I thank the Government of Alberta for its continued support of lifelong learning, research, and innovation – support that is even more essential for the next generation of Albertans. Today's students are entering a world in which knowledge, creativity, innovation, and entrepreneurialism serve as our global currency; in which highly skilled people are as valuable as our traditional natural resources; and in which education offers the essential edge toward achieving a truly prosperous society. There has never been a more important time to envision and support a talent base that can think beyond traditional economic and social boundaries. Indeed, our future depends on it.

As I continue in my term as Chair of the Board of Governors, I look forward to advancing the University of Alberta's promise of "uplifting the whole people," and working to assure that the province's flagship institution achieves its academic mission while advancing Alberta on the global stage.

Sincerely yours,

Douglas O. Goss, Q.C.
Chair, Board of Governors

2012-13 Board of Governors

BOARD MEMBER	CONSTITUENCY
Belosevic, Miodrag (Mike)	General Faculties Council
Bernier, Ashlyn	Graduate Students' Association
Fleming, Don	Alumni
Goss, Douglas	Public (Chair)
Hole, Jim	Alumni
Hoveland, Agnes	Public
Jeraj, Shenaz	Public
Kelly, Brent	Students' Union Nominee
Matthew, Don	Public
Minsos, Ove	Public
Naqvi, Jerry	Public
Pu, Christopher	Non-Academic Support Staff
Renke, Wayne	Association of Academic Staff
Reuscher, Bernd Michael	Senate
Samarasekera, Indira	President (Statutory Member)
Teskey, Robert (Bob)	Public
Wilson, Richard (Dick)	Public
Yamagishi, Colten	Students' Union President
Young, Ralph	Chancellor (Statutory Member)

Overview from the President

As advanced education and research continue to transform on a global scale, there has been vigorous discussion around the role that universities play in society. There is increased urgency and competition for resources and talent, in addition to greater pressure to produce transformative innovation and prepare our students to become leaders and innovators when they graduate.

Reflection on the remarkable accomplishments of this past year shows that the University of Alberta's reputation as one of Canada's and the world's top public research institutions is well-earned, based upon measurable outcomes in research and teaching, growth in influential, high-impact international partnerships, and high-quality undergraduate and graduate student experiences.

Our 2012-2013 Annual Report outlines the progress made in four cornerstone areas: Talented People; Learning, Discovery and Citizenship; Connecting Communities; and Transformative Organization and Support. Many accomplishments of the last year highlight that excellence in teaching and research go hand-in-hand. The University of Alberta remains the undisputed leader in winning 3M National Teaching Fellowships with two more faculty members receiving Canada's highest award for undergraduate teaching this year. As universities around the world look for new ways to expand their reach, we have entered an agreement with Udacity, a top online education provider, to lead in the creation, delivery and research of digital learning technologies. Also, our School of Public Health became the first accredited school of public health in Canada, and only the second one outside the United States. These and many other notable achievements indicate that the University of Alberta—with vital support from the government and people of Alberta—is fostering an environment which stimulates discovery and innovation to the benefit of every sector of society, as well as preparing next generation leaders and citizens.

As the province's flagship institution, the University of Alberta remains dedicated to "the uplifting of the whole people", a promise invoked by our first president, Henry Marshall Tory, more than 100 years ago. We look forward to delivering on that promise by attracting and nurturing talent, developing innovation and solutions to address society's challenges, and playing a leadership role in advancing Alberta by engaging partners nationally and internationally.

Indira V. Samarasekera, OC
President and Vice-Chancellor

The University in 2012-13

Alberta has built a strong foundation of excellence in education from kindergarten through post-secondary and today this province is recognized as a place where pioneering talent and innovation can flourish.

In periods of uncertainty and change, a bold vision for the future is essential. The University of Alberta has such a vision: to be one of the world's top public universities for the public good. This vision is tied to the future—a knowledge-based, innovation-fueled future characterized by blurred international boundaries, intensified economic competition, and urgent global challenges. Yet, this vision is also rooted in the history and traditions of the University of Alberta, especially our continued commitment to President Henry Marshall Tory's founding promise that the University will strive for the uplifting of the whole people.

The province of Alberta, too, has a vision: to forge a stable, diversified economic system defined by creative leaders and visionaries, in both the public and private sectors, who connect the province to the world at large. It seeks an educated and skilled workforce. It needs a collaborative, cutting-edge research community, and an effective, innovative health system.

As it stands at the crossroads of its future, the province of Alberta needs what the University of Alberta delivers.

High-quality teaching, learning, and research at the University of Alberta equips students with the knowledge and tools to be active and engaged citizens, leaders, and entrepreneurs. Indeed, graduates of the University of Alberta drive innovation and change in all sectors of society. They advance Alberta throughout the world—and most of them do so from right here in the province. Seventy-seven per cent of all University of Alberta alumni

stay, find employment, and create businesses in Alberta. How significant is their impact? The U of A added \$12.3 billion to the provincial economy in 2009-10 alone, according to a recent economic impact study conducted by business professors Anthony Briggs and Jennifer Jennings. That is equivalent to approximately 5 per cent of Alberta's gross domestic product.

In the last decade, boosted by strong provincial investment in capital and operating budgets, the University of Alberta's national and international reputation has consistently risen. What does this mean for the province? The University of Alberta:

- Connects Alberta to the world and the world to Alberta, by attracting and retaining world-class talent;
- Fuels positive economic and social change, innovation, diversification, and growth in Alberta, by supplying highly-skilled, talented human capital and sophisticated, high-quality research and development capacity;
- Elevates the province's national and global profile by building top-level international partnerships and by transferring made-in-Alberta ideas and innovations to the global community and marketplace; and
- Draws attention to Alberta's strengths as its alumni have an impact throughout Alberta, across Canada, and around the world through their leadership and accomplishments.

As nations throughout the world recognize the critical need for strong educational systems in today's economy, Alberta cannot become complacent. The University of Alberta recognizes that the Government of Alberta is facing significant financial challenges due to decreasing resource revenues. Faced with these challenges, the province is striving to make decisions that will lead to economic diversification, beneficial social outcomes, and ultimately, to prosperity, in its fullest sense, for Alberta.

Countries around the world, faced with similar financial constraints, are choosing to invest in education and research. They are choosing to invest in their flagship research universities differently than other institutions in their public systems. Taking a differential approach, they are supporting and leveraging the vital role that world class research institutions play in advancing a region's economy and enhancing its competitiveness. They recognize graduate students' critical role in creating a vibrant economic ecosystem and are meeting the unique costs associated with supporting internationally competitive research environments.

Alberta can do the same. The opportunity now exists to realign the current financial model so that the University

of Alberta can continue to build on existing areas of excellence, further enhance the province's profile, attract higher levels of funding from external partners, and most importantly, allow the provincial government to reap the benefits of a growing and diversified economy and Alberta's enhanced international competitiveness.

If the province chooses not to advance in this direction, and does not significantly change the current funding model, the University of Alberta will have to make significant decisions to manage an inevitable shrinking of the academy. The University will not continue with across the board re-allocations which have now begun to impact the viability of the entire organization. Instead, the University will take major steps to strategically re-align its operations to reflect new financial realities, and invest in its strategic strengths going forward.

We have already begun to envision the U of A of the future. Our aim is to be visionary and strategic, to keep pace with trends now underway in the world's most highly regarded and forwarding thinking institutions, and to think boldly about new ways we can build on our strengths and enhance our reputation for excellence in quality in both teaching and research.

Summary Statistics

	2012-13 ACADEMIC YEAR	2011-12 ACADEMIC YEAR
Students	39,502	38,774
Undergraduate (full-time)	29,947	29,268
Graduate (full-time)	6,083	5,968
Undergraduate (part-time)	1,957	2,032
Graduate (part-time)	1,515	1,506
Faculty of Extension Registrations (including Brokered Registrations)	12,105 (preliminary)	14,305
Tuition		
Arts & Social Sciences	\$5,269	\$5,195
Law	\$10,121	\$9,977
Medicine	\$11,925	\$11,755
M.A., M.Sc., and PhD	\$3,626	\$3,575
Faculty & Staff	5,291	5,355
Faculty	2,090	2,121
Other Academic Staff	674	650
Support Staff	2,527	2,584
	2012 – 13 FISCAL YEAR	2011 – 12 FISCAL YEAR
Research Revenue	\$423 million	\$460 million
	2012 CALENDAR YEAR	2011 CALENDAR YEAR
Degrees & Diplomas Granted	8,593	8,603
Undergraduate	6,696	6,680
Graduate	1,897	1,923

NOTABLE ACCOMPLISHMENTS IN 2012-13

The following cornerstone achievements highlight significant accomplishments in 2012-13 and also gauge progress towards the University of Alberta's Vision, *Dare to Discover*, and its four cornerstones.

The reported performance measures provide complementary data and were chosen and developed on the basis of input from key university partners as well as the planning efforts that produced the University's Comprehensive Institutional Plan. These measures help to monitor progress toward the University of Alberta's four cornerstones and the goals of access and research.

CORNERSTONE 1



The University of Alberta will attract and retain talented people

The world's most talented faculty, promising students, and dedicated staff — the world's most creative thinkers, prolific researchers, and innovative teachers — seek a university that offers the support, facilities, and commitment to excellence they need to thrive. The right environment is essential if the University of Alberta is to become a super-magnet for this kind of talent.

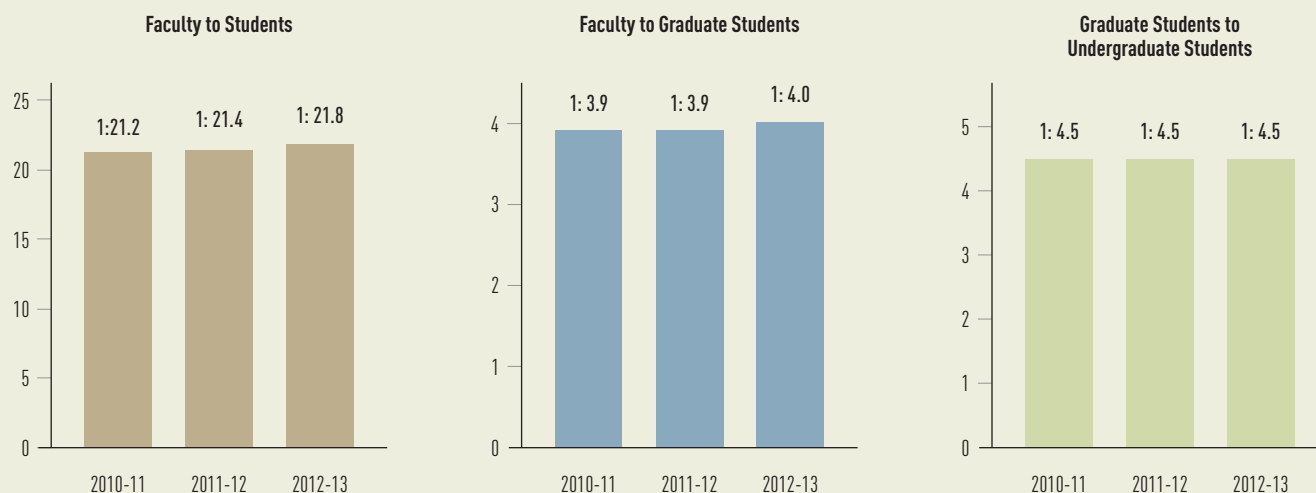
HIGHLIGHTS

- The U of A's excellence in teaching continues to be rewarded nationally, as two more professors have been added to the U of A's list of 3M National Teaching Fellowship recipients. Kim Fordham Misfeldt (Augustana) and Heather Zwicker (English and Film Studies) have each been recognized for their outstanding work, bringing the U of A's total number of winners to 40. This year also saw U of A student Emerson Csorba (Political Science) receive the 3M National Student Fellowship.
- University of Alberta Provost and Vice-President (Academic) Carl Amrhein will be helping to guide the future development of Canada's post-secondary sector as the Visiting Executive on the Conference Board of Canada. Amrhein will help to further advance the U of A's reputation as a thought-leader as he works to help advise the board on the advancement of Canadian post-secondary education, skill development, and innovation.

PERFORMANCE MEASURES

A great university has at its foundation the ability to offer an outstanding student experience

FIGURE 1 FULL-TIME EQUIVALENT (FTE) RATIOS



Notes: All student data is based on information in effect on December 1 of the reported year. Post-graduate medical education students are excluded. FTE (full-time equivalent) represents the number of full-time students plus one-third the number of part-time students, and is based on the number of individual students within each reporting category. Staff data is based on information in effect on October 1 of the reported year. 2012 data are preliminary. **Sources:** Student enrolments based on Acorn Data Warehouse. Faculty counts based on U of A Human Resources data as reported in staff census extracts from PeopleSoft for indicated years as calculated by Strategic Analysis Office, (previously from UCASS extracts, which have been discontinued by Stats Canada).

HIGHLIGHTS

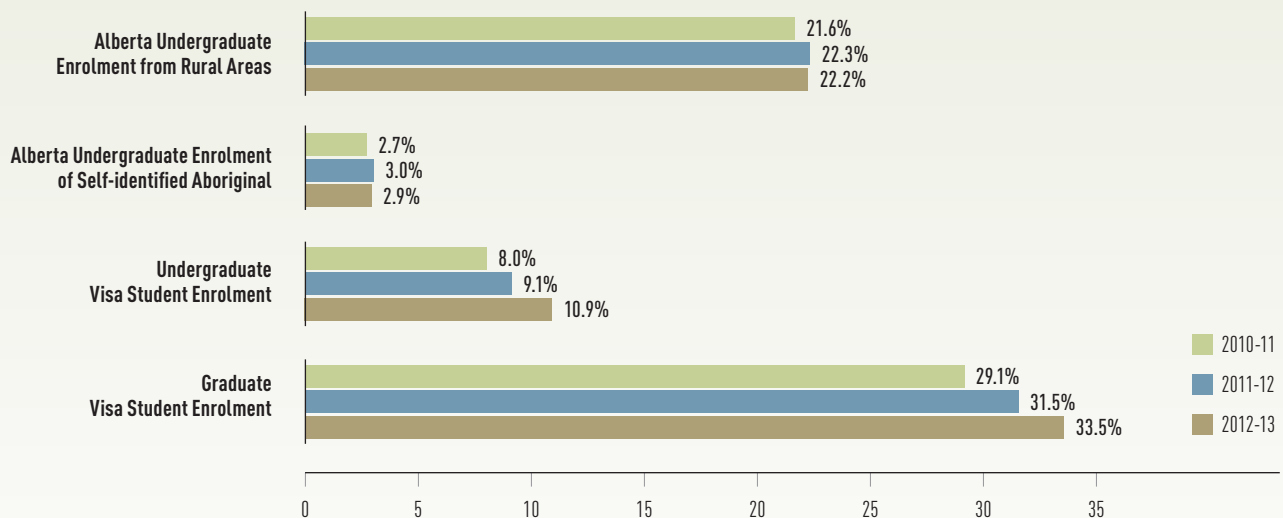
- Graduate Student Megan Engel has been the recipient of two prestigious awards for her research in the world of biophysics. Engel became the latest U of A Rhodes Scholar in November 2012. In February 2013, she was able to add the André Hamer Postgraduate Prize to her growing list of accomplishments. The prize is a \$10,000 award that is granted by the Natural Sciences and Engineering Research Council of Canada.
- In 2012-13, the U of A was awarded two new Canada Research Chairs (CRCs), renewed seven chairs, and saw one chair advance from Tier 2 to Tier 1, bringing

\$9,500,000 to the U of A. As a result, the U of A was home to 95 CRCs (46 Tier 1 and 49 Tier 2) this past year, bringing in approximately \$131,083,000 in federal research funding from this program.

- In 2012, ten U of A doctoral students received prestigious Vanier Canada Graduate Scholarships. The Vanier Canada Graduate Scholarship program aims to attract and retain world-class doctoral students by supporting students who demonstrate both leadership skills and a high standard of scholarly achievement in graduate studies.

The U of A attracts and retains outstanding students and provides them with foundational support structures

FIGURE 2 ENROLMENT OF SELECTED STUDENT GROUPS

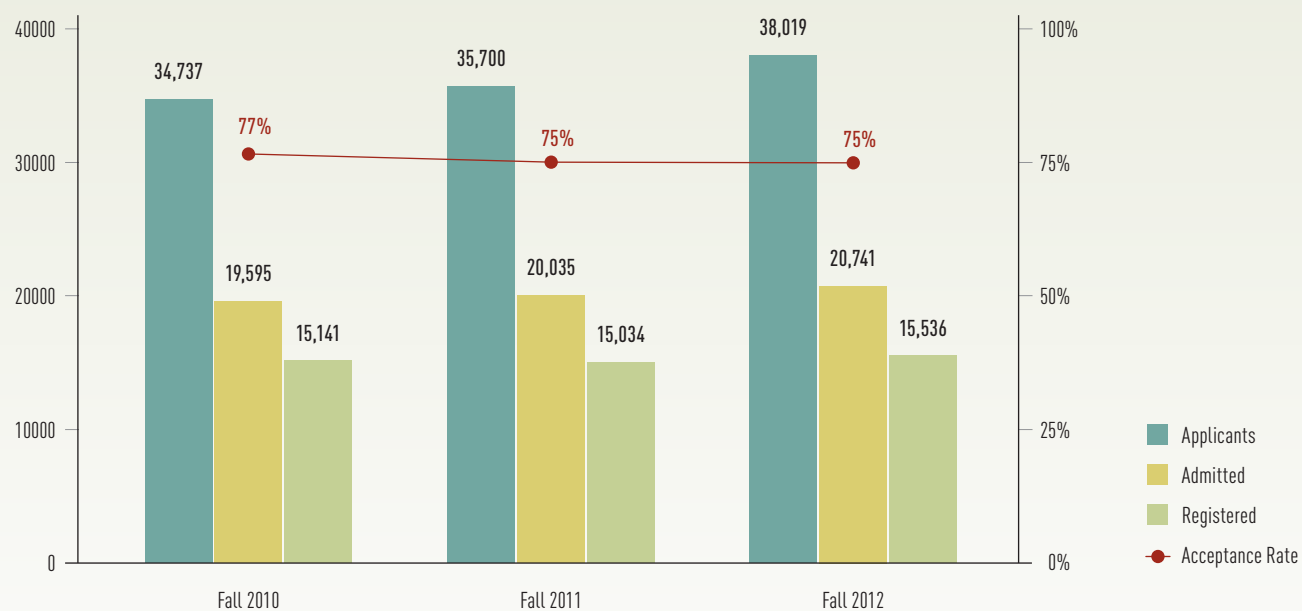


Notes: All data is based on information in effect on December 1 of the reported year. Rural and aboriginal figures are proportions of total Alberta undergraduate enrolment. Rural enrolment is based on the census division of the student's hometown being outside Edmonton or Calgary. Visa student enrolment reflects those students who are not Canadian Citizens or permanent residents. **Source:** Acorn Data Warehouse.

- During the 2012–13 year, the University has been able to appoint four of the seven new Campus Alberta Innovation Program (CAIP) Chairs that will reside with the U of A.
- In September 2012, it was announced that four U of A faculty members were inducted to the Royal Society of Canada for their outstanding scholarly and scientific achievements. Witold Pedrycz (electrical and computer engineering), John England (earth & atmospheric sciences), Don Page (physics), Gregory Forth (anthropology).
- John Acorn, faculty service officer and instructor in the Department of Renewable Resources, was awarded the 2012 McNeil Medal by the Royal Society of Canada. The award is granted once a year to an individual who has displayed an outstanding effort to communicate the importance of science education to the Canadian public.
- In August 2012, U of A Law professor Catherine Bell was honoured with the Ramon John Hnatyshyn Award for Law. The award, which is granted by the Canadian Bar Association, was presented to Bell for her innovative research and teaching of Aboriginal law.

We draw the interest of talented undergraduates

FIGURE 3 APPLICATIONS AND ADMISSIONS



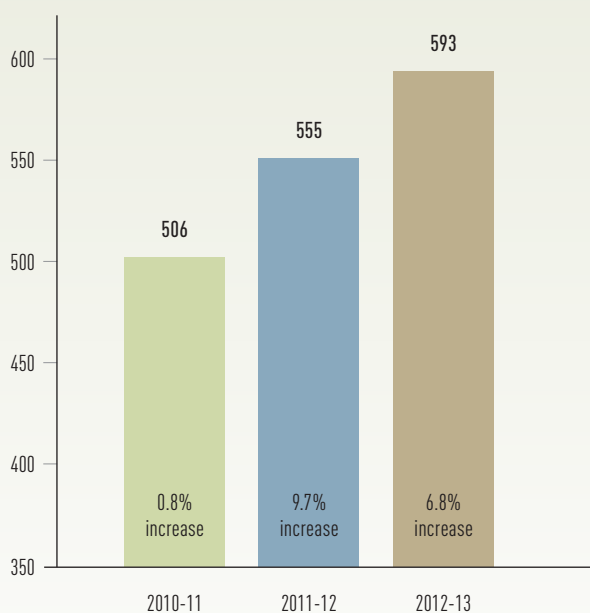
Notes: The numbers reported reflect unique individuals. The acceptance rate is the proportion of those admitted who registered. **Source:** PeopleSoft Production database (Admissions statistics October 1st Archive).

HIGHLIGHTS

- Nine students from the faculties of engineering and science took top prize in the entrepreneurship category of the prestigious International Genetically Engineered Machine (iGEM) competition at the Massachusetts Institute of Technology. The students won the award for developing plans for a startup biotech company that turns unrecyclable paper into high-value specialty chemicals including shikimic acid, which is an ingredient in the flu-busting drug Tamiflu.
- Over the course of 2012-13, the U of A has had no less than four faculty members inducted into the Order of Canada. Professor Greg Hollingshead (English), David Magee (Rehabilitation Medicine), Tony Fields (Oncology), and Roger Bland (Psychiatry). This high ranking award recognizes individuals who have contributed to the enrichment of Canadian society.
- Cyclist Tara Whitten, wrestler Ali Bernard, air pistol champion Dorothy Ludwig and triathlete Paula Findlay, all current or former U of A students, competed in the 2012 Summer Olympics. Whitten, who is a PhD student (Science) returned home from London with a bronze medal.

We see continued growth in attracting exceptional talent to contribute to teaching, learning and the research community

FIGURE 4 POSTDOCTORAL FELLOWS



Note: Numbers reflect headcounts of post doctoral fellows as of October 1 of the reported year. **Source:** U of A staff data, databook table 4.1. 2012. Staff census extracts from PeopleSoft for indicated years as calculated by U of A Strategic Analysis Office.



CORNERSTONE 2

The University of Alberta will provide excellence in learning, discovery and citizenship

Great universities stimulate learning and discovery that is cutting-edge, generating new knowledge, innovations, and discoveries that transform everyday life. The world-class university of tomorrow — which the University of Alberta aspires to be — will contribute to scientific, social, and cultural structures of global society in ways that will allow them to change and grow, creating and sustaining prosperity and well-being for future generations.

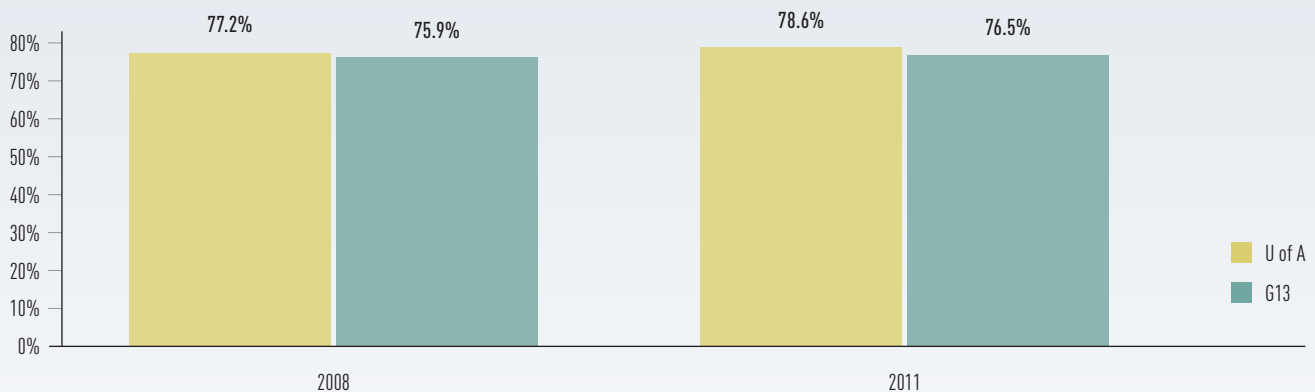
HIGHLIGHTS

- A research team lead by Dean Spaner, from the U of A's Department of Agricultural, Food, and Nutritional Science, has developed two new varieties of top-quality wheat that have been approved for use by the federally regulated Prairie Grain Development Committee. The team's work will provide Alberta's farmers with access to wheat crops that will be more resistant to diseases such as stripe rust, and that will mature faster, which will be useful in Alberta's short growing season.
- *Eighteen Bridges* magazine, won two National Magazine Awards, four Western Magazine Awards, and one Alberta Magazine Publishers Association Award during the 2012-13 year. The magazine first launched as a part of the U of A's Canadian Literature Centre in 2010.
- In 2012 a record-breaking 305 new students were admitted to the U of A's four-year collaborative nursing program which allows students to earn a U of A nursing degree while studying at partner institutions around the province, including Red Deer, Grande Prairie and Fort McMurray.

PERFORMANCE MEASURES

The U of A creates a nurturing environment that allows for positive student experience and engagement

FIGURE 5 PERCENT OF SENIOR STUDENTS RATING THEIR EDUCATIONAL EXPERIENCE AS GOOD OR EXCELLENT



Note: Senior Student designation represents students in their fourth year, or in the year that they are normally expected to graduate. G13 includes 13 Canadian research-intensive universities. Data are the most recent available. **Source:** U of A Frequency Distribution Report, NSSE (National Survey of Student Engagement), 2008 and 2011.

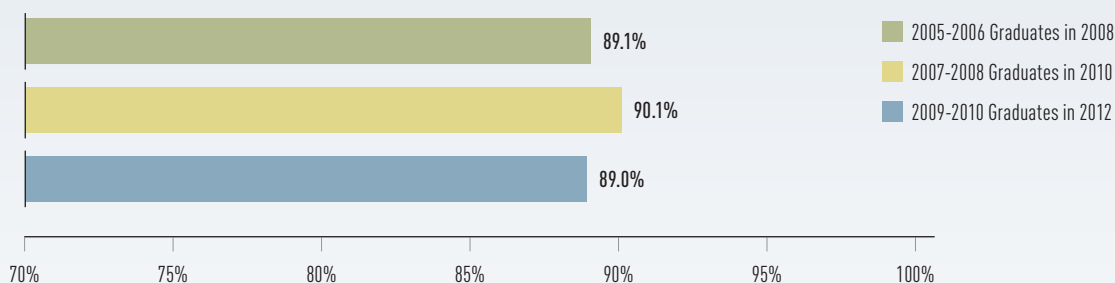
- 110 medical students have participated in the U of A's Integrated Community Clerkship program since its inception in 2007. The program places students in rural Alberta communities for approximately 41 weeks in their third year of study.
- 2013 marks the centenary of both the Faculty of Law and Faculty of Medicine and Dentistry. Law graduates have served the profession provincially, nationally and internationally; they have become academic lawyers in a host of law schools throughout the common law world; and they have staffed the judicial branch both here in Canada (for example, The Right Honourable

Beverly McLachlin, Chief Justice of the Supreme Court of Canada) and abroad. Medicine is celebrating how the school grew from a class of 27 students in 1913 into the education, research and clinical powerhouse it is today with over 2,300 learners and faculty members.

- In October 2012, The U of A's School of Public Health was granted accreditation by the U.S. Council on Education for Public Health. This makes it the first accredited school of public health in Canada, and only the second outside the United States. It joins 50 other public health schools worldwide.

The U of A creates a nurturing environment that allows for positive student experience and engagement

FIGURE 6 PROPORTION OF GRADUATES SATISFIED WITH THEIR EDUCATIONAL EXPERIENCE

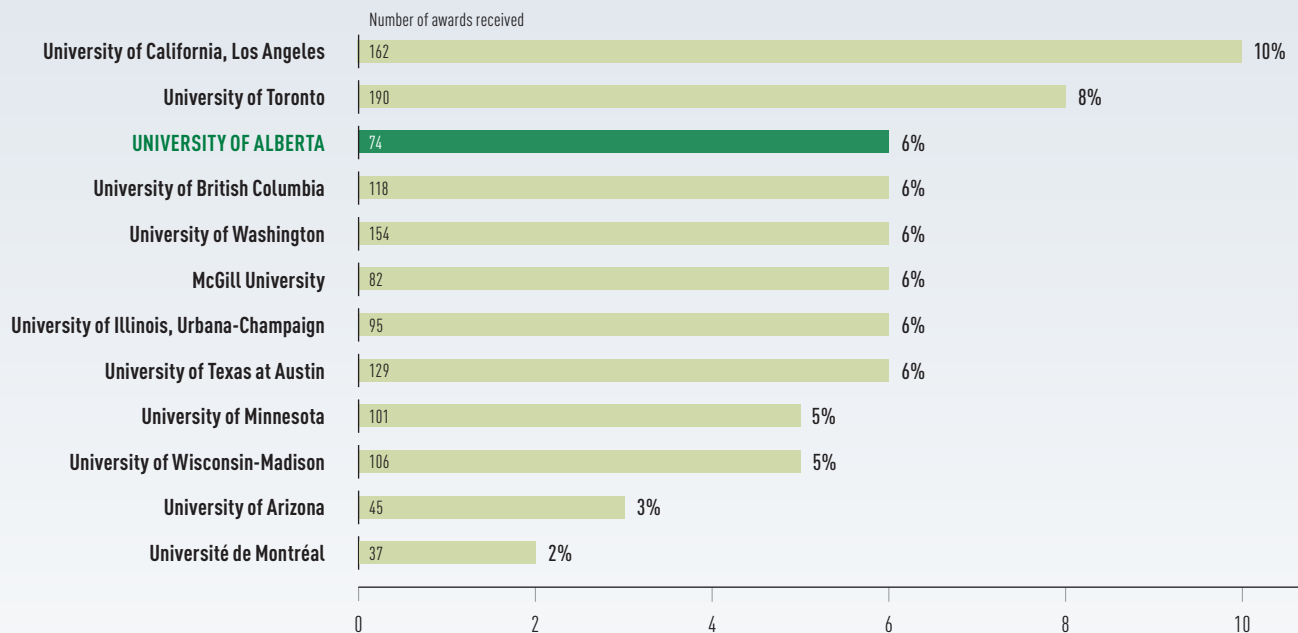


Note: Data are the most recent available. **Source:** Alberta Enterprise and Advanced Education: Alberta Graduate Outcomes Survey

HIGHLIGHTS

- The 29th Student Advisors’ Conference, which is hosted by the U of A’s Ombudservice, was held on March 12, 2013. This year’s conference, *It Takes a Campus: Supporting Student Mental Health* was a unique, all-day approach and focused on student mental health. The conference brought together student services personnel from across Alberta to talk about and learn ways that everyone can play a role in helping deal with mental health and wellness; the capacity of 210 attendees was exceeded and a waiting list was required.
- In February 2013, the Faculty of Medicine and Dentistry received final funding approval from the U of A for the introduction of the Bachelor of Science in Radiation Therapy. This new degree will help to increase the number of radiation therapists, which have been in short supply in Alberta.
- In 2012-13, the U of A piloted four new “streams” as a part of the Health Sciences Education and Research Commons (HSERC) Interdisciplinary Education and IP Pathway program. This program has introduced over 800 first-year health sciences students to inter-professional learning, which allows them to practice the collaborative competencies that they’ll need to use while working in the health care industry.

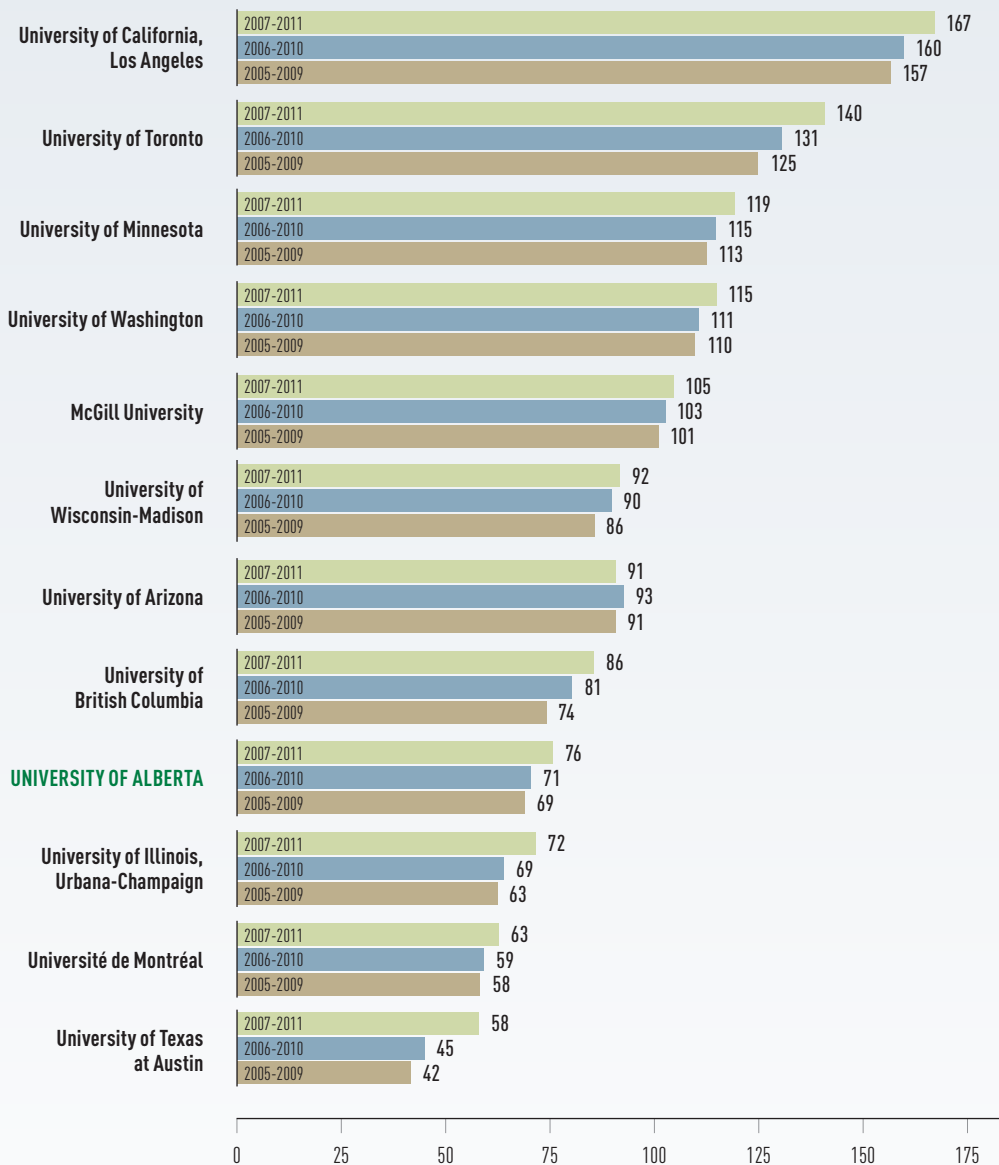
FIGURE 7 PERCENTAGE OF FULL-TIME FACULTY RECEIVING SELECTED AWARDS AND HONOURS, UNIVERSITY OF ALBERTA AND SELECTED PEERS, 2001 TO 2011



Note: Data are the most recent available. Awards include: 3M Teaching Awards (2001-2011), American Academy of Arts and Sciences (2001-2011), CIS Coach of the Year Award (2001-2011), Federal Tri-Council Highest Awards (2001-2011), Fulbright Scholars (2001-2011), Guggenheim Fellowship Awards (2001-2011), ISI Highly Cited Researchers (inception-2011), Killam Research Fellows (2001-2011), Molson Prize (2001-2011), National Academy of Engineering (2001-2011), National Academy of Sciences (2001-2011), Nobel Prize (inception-2011), Royal Society of Canada (2001-2011), Royal Society of Canada Awards (2001-2011), Royal Society of London (2001-2011), Sloan Research Fellowships (2001-2011), Steacie Fellows (2001-2011). **Sources:** Award data from individual awarding organizations. Faculty counts based on Statistics Canada: Salaries and Salary Scales of Full-time Teaching Staff at Canadian Universities, 2001-2002 through 2010-2011: Final Reports.

U of A researchers demonstrably contribute to their fields

FIGURE 8 CITATIONS IN ALL FIELDS PER AVERAGE FULL-TIME FACULTY, UNIVERSITY OF ALBERTA AND SELECTED PEERS



Notes: Staff figures represent averages for the reported years. Data are the most recent available. 2011-12 UCASS figures are not available.

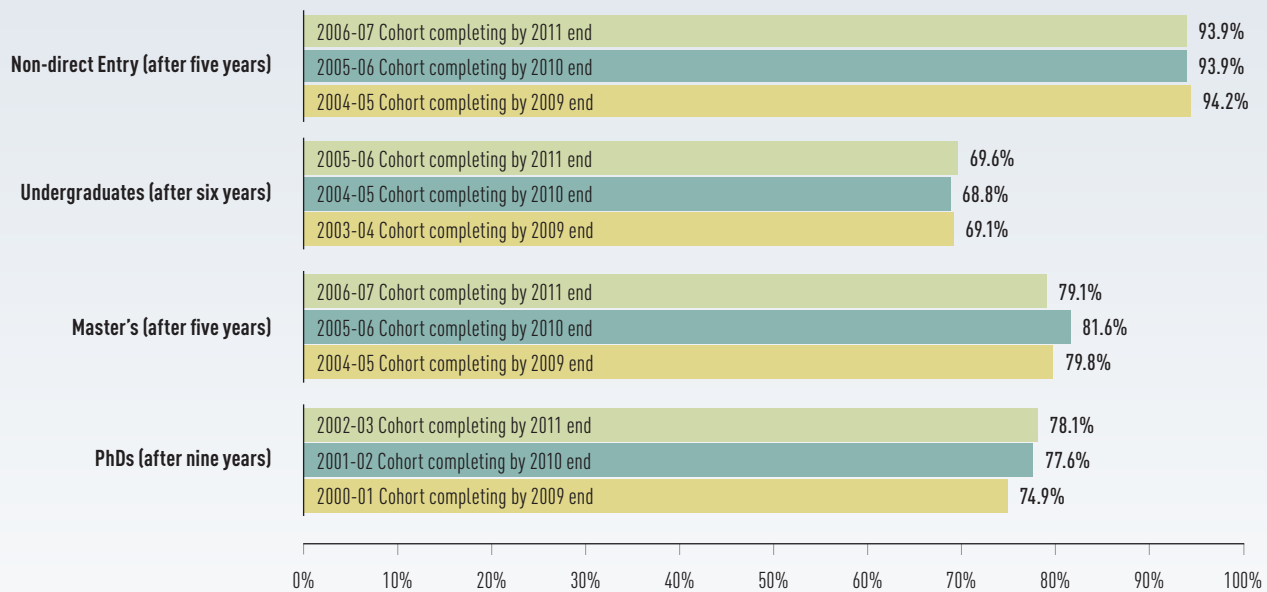
Sources: InCites TM, Thomson Reuters, (2012). Global Comparisons, 5-year trends. Canadian university faculty counts based on Statistics Canada: Salaries and Salary Scale of full-time staff at Canadian Universities Reports. US university faculty counts based on their respective Common Data Sets for each respective year.

HIGHLIGHTS

- On October 30, 2012, the U of A signed a memorandum of understanding with Udacity, one of the world’s leading online education providers. This new partnership will allow the University to work towards the collaborative development of systems for the delivery, measurement, and assessment of the online courses and experiences.
- TEC Edmonton has designed and delivered two new educational components for the U of A Venture Catalyst business plan competition. The competition is a campus-wide business concept competition that both prepares students for and selects which students will advance to the province level Venture Prize competition.
- Community Service – Learning (CSL) courses continue to allow students to engage with the community organizations as a part of their course work. In 2012-13, more than 950 students participated in the 62 CSL courses that are available at the U of A’s Edmonton campuses, and 29 CSL courses that are available on the Augustana campus.
- In 2012-13 the U of A’s Faculty of Extension offered more than 14,000 classes to nearly 8,000 students as part of its diverse range of lifelong learning and professional development programs.

The U of A continues to demonstrate high student retention and completion rates

FIGURE 9 COMPLETION RATES, UNIVERSITY OF ALBERTA



Notes: Completion Rate methodology defined and implemented by the U of A Strategic Analysis Office. Completers in the Undergraduate Completion Rate represent students who graduated from the U of A in any program. "Direct Entry Faculties" numbers are U of A Strategic Analysis Office undergraduate figures as submitted to CSRDE (Consortium for Student Retention Data Exchange) for respective years. "Other Faculties" numbers are from a CSRDE-like process, as calculated by Strategic Analysis Office, for respective years. Completers in the Master's and PhD Completion Rates represent students who graduated with either a Master's or PhD. Percentages indicate the proportion of students who have completed the credential in the reported period of time. **Source:** U of A Strategic Analysis Office undergraduate figures as submitted to CSRDE and calculated for non-CSRDE faculties; Master's and PhD figures are based on the U15 methodology, but have been modified to include course-based Master's students in the analysis.



The University of Alberta will forge strong connections with its community locally, nationally and internationally

Can one of the world's great universities be at once exclusive, yet inclusive? Exceptional, yet accessible? The University of Alberta's goal is to be recognized not only for being great, but also for being good: for effectively contributing to the communities that rely on it for solutions, for assuring that its students understand the value of volunteering, and for cultivating the diversity of thought, mind, and character that are essential to modern society.

HIGHLIGHTS

- On February 9, 2013 the U of A signed a historic agreement with China’s Tsinghua University, one of China’s top institutions. The first of its kind, this agreement will enable the development and commercialization of the new energy and environment technologies, and will also allow the two institutions to exchange student and faculty researchers.
- 2013 marked the first institutionally supported Pride Week at the U of A. The ten day event, which included educational performances, a pride parade, etc. was a collaborative effort of the Institute for Sexual Minority Studies and Services, the Safe Spaces Initiative, OUTreach, and the Students’ Union’s Gender Based

Violence Prevention Program. In addition to its collaborators, Pride Week also garnered support from approximately 57 other units and individuals from the campus and greater Edmonton area.

- During 2012-13 the U of A, in collaboration with the University of Toronto and UBC, launched IC-IMPACTS, a joint Canada-India initiative created to develop technologies for the improvement of rural water safety and sustainability, effective prevention and treatment of water-borne and infectious diseases, and reliable civil infrastructure such as well-constructed hospitals and bridges. This \$30 million partnership, funded by the federal government and other sources in Canada and India, will take a multi-disciplinary approach.

PERFORMANCE MEASURES

Support from donors continues to be strong, contributing to sustainable growth

FIGURE 10 UNIVERSITY OF ALBERTA FUNDRAISING ACHIEVEMENT, LATEST 5 YEARS

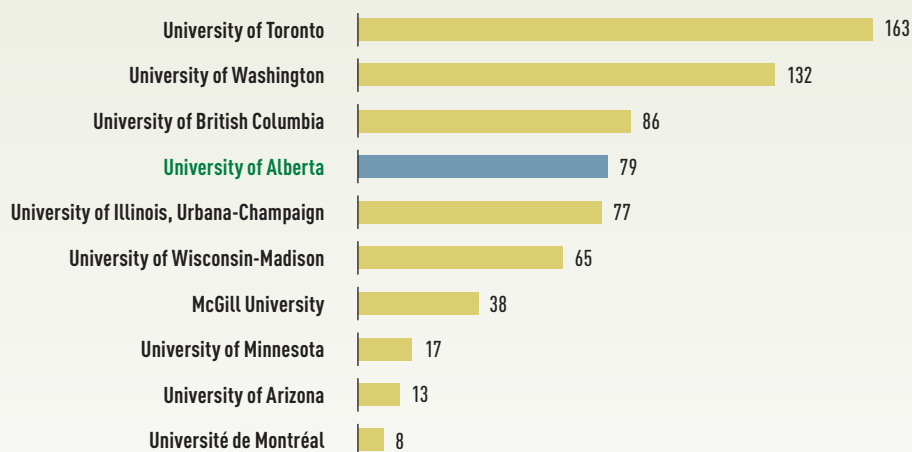


Note: Fundraising achievement totals consist of new pledges, grants, and gifts (including matching gifts); pledge payments and write offs are not included. In fiscal year 2012, newly adopted donation counting guidelines resulted in the one-time recording of \$39 million in bequests that were confirmed in writing in prior years. **Source:** Board of Governors’ Reports. University of Alberta

- In 2012-13, the U of A's Faculty of Science entered into new agreements with Brazil's University of Minas Gerais and Unimontes, China's University of Hong Kong, Japan's Gifu University, and Italy's University of Camerino. Each MOU will allow the U of A to broaden research initiatives, and in the case of the University of Hong Kong, will allow for a 2 + 2 student exchange program.
- The U of A has almost 250,000 alumni worldwide. Of the 185,022 graduates for whom the university has a current address, 133,826 live in Alberta.
- During 2012, the U of A's Research Ethics Office and Administrative Information System portfolio shared their organizational and technical expertise with members of Alberta's Research Ethics Boards, working towards implementing a provincial health research information framework. This framework will further enhance health research investments in Alberta.
- The U of A's Academic Information and Communication Technologies unit has taken a leadership role in Campus Alberta this year by sharing its expertise in educational technologies like Eduroam and Moodle. Institutions such as the University of Calgary, Athabasca University, and NAIT have all benefited.

Success in bringing discoveries to market

FIGURE 11 CONTINUING SPINOFFS 1991-2010

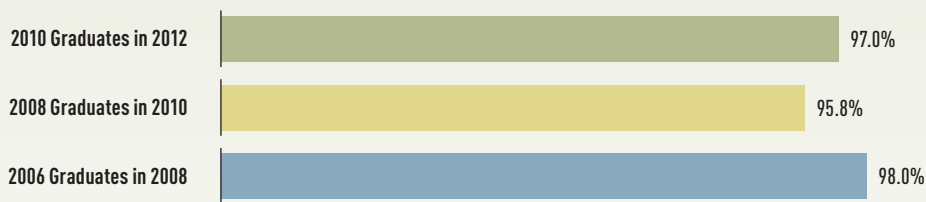


Notes: Startups still in operation reflect companies started at any time during the report period that are still in operation as of the most recent AUTM Licensing Survey. Data are the most recent available. **Source:** AUTM Licensing Surveys

HIGHLIGHTS

- In 2012 the U of A completed the CIDA Public Engagement Fund project “Reaching New Communities.” Over 30 partnerships and 300 new community contacts were developed with community organizations to host lectures, workshops and arts-based programs.
- The U of A’s Faculty of Arts began working with the Kenyan Government and its Ministry of Foreign Affairs on a project that is designed to train young political professionals to prepare for the diplomatic challenges and opportunities that will await them as they help to shape the future role of Kenya and its neighbouring nations in East Africa.
- 2012-13 marked a major first for the U of A’s Augustana Faculty, as the school’s Dean Allen Berger was appointed president of the U.S.-based Council of Public Liberal Arts Colleges. Augustana is the first international member of this organization, whose institutions promote student engagement, civic involvement, and life-long learning.
- In July 2012, the U of A became the first Canadian university to join the Aboriginal Human Resource Council Leadership Circle. This national not-for-profit organization is dedicated to advancing the full participation of Aboriginal people in Canadian society.

FIGURE 12 OVERALL GRADUATE EMPLOYMENT RATE TWO YEARS AFTER GRADUATION



Note: Data are the most recent available. **Source:** Alberta Enterprise and Advanced Education: Alberta Graduate Outcomes Survey.



The University of Alberta will exemplify transformative organization and support

A great university is characterized by, and recognized for, effective governance, strong leadership, and a commitment to helping each member of the university community achieve his or her potential — as scholars, as employees, in their professions, and in their lives. Only by constantly re-assessing ourselves and re-committing to new standards of excellence can the University of Alberta continue to grow and thrive.

HIGHLIGHTS

- In January 2013, the U of A received \$3 million from the provincial government to address rising mental health issues among students and to develop student focused mental health initiatives.
- On November 5, 2012, the U of A, in collaboration with the U of A Students' Union, and Graduate Students' Association, broke ground on the Physical Activity and Wellness (PAW) Centre. PAW will include a new campus fitness centre, a world-class climbing centre, a new home for the Steadward Centre, and new student service space.
- Over the course of the 2012-13 year, U of A alumni have provided major philanthropic support for the institution. For example, two graduates from the School of Business donated \$5 million for the creation of a new innovation fund that will be offered to students, faculty, and staff members in the faculties of Science and Engineering.

Responsible stewardship of resources

FIGURE 13 PROPORTION OF OPERATING EXPENDITURES GOING TOWARDS ADMINISTRATIVE PURPOSES, TWO-YEAR CYCLES

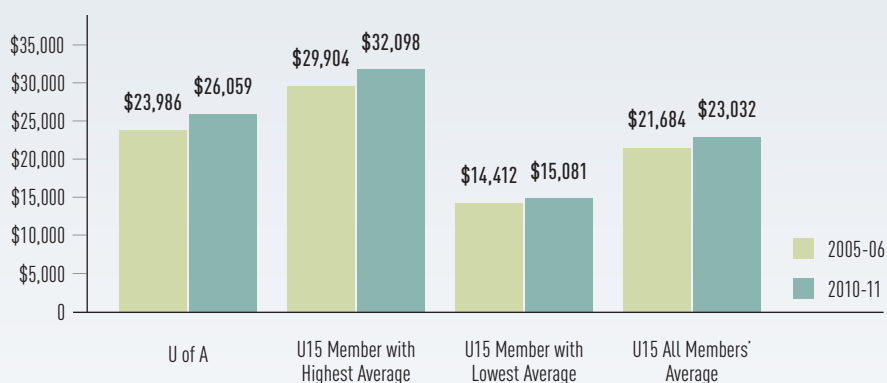


Note: Methodology as defined by Enterprise and Advanced Education. Data are the most recent available.
Source: Financial Information and Reporting System

- In 2013, the U of A became the beneficiary of more than \$14 million in funding from the federal government's Canada Foundation for Innovation. This funding will go towards the Centre for Neural Interfaces and Rehabilitation Neuroscience, the Stable Isotope Facility for Ecosystem Research (SIFER), the U of A Centre for Functional, Structural, and Metabolic In Vivo Imaging of Disease, and EMC2 (also known as the Energy Materials Characterization and Control program).
- TEC Edmonton ensures that U of A research solutions have the greatest impact on society and the economy through commercialization. Because of continued growth and support, TEC Edmonton has assisted over 70 companies and clients over the past three quarters, secured entrepreneurial support of 165 inventors and entrepreneurs, and as of December 2012, generated \$7.6 million in revenue for the 2012-13 year. In addition, six spinoff companies, 96 patent applications, 24 license agreements and \$831,958 in total licensing revenue was generated by TEC Edmonton in 2012-13.

The U of A provides foundational support structures for graduate students

FIGURE 14 AVERAGE FINANCIAL SUPPORT PER DOCTORAL STUDENT, UNIVERSITY OF ALBERTA AND U15 UNIVERSITIES

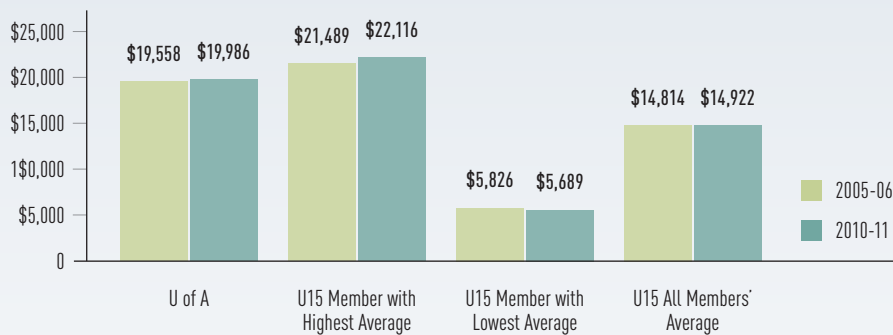


Note: Data are the most recent available. **Source:** U15 Data Exchange

- During the 2012-13 year, the Registrar’s Office moved to introduce a new system of project management which led to the restructuring of the Registrar’s staff and service delivery, and is intended to provide a 3 to 5 year plan to help guide priorities and resource allocation.
- In 2012-13, the Faculty of Arts continued to create a more effective and efficient staffing structure. To do this, the faculty has created units that consolidate the activities of approximately 100 staff members under centralized leadership. These units each function under the direction of a single Administrative Professional Officer, allowing some departments to share a single administrative unit.
- During 2012-13, work continued on the installation of the newly renamed Medical Isotope and Cyclotron Facility on the U of A’s South Campus. This facility will house a cyclotron capable of safely producing technetium-99m, a vital isotope used in medical imaging. The building project is expected to conclude in June 2013.
- In the past five years, approximately 8,000 individuals in over 100 communities across Alberta, from Pincher Creek to Fort McMurray, have accessed programs and services through the U of A’s innovative Alberta Business Family Institute.

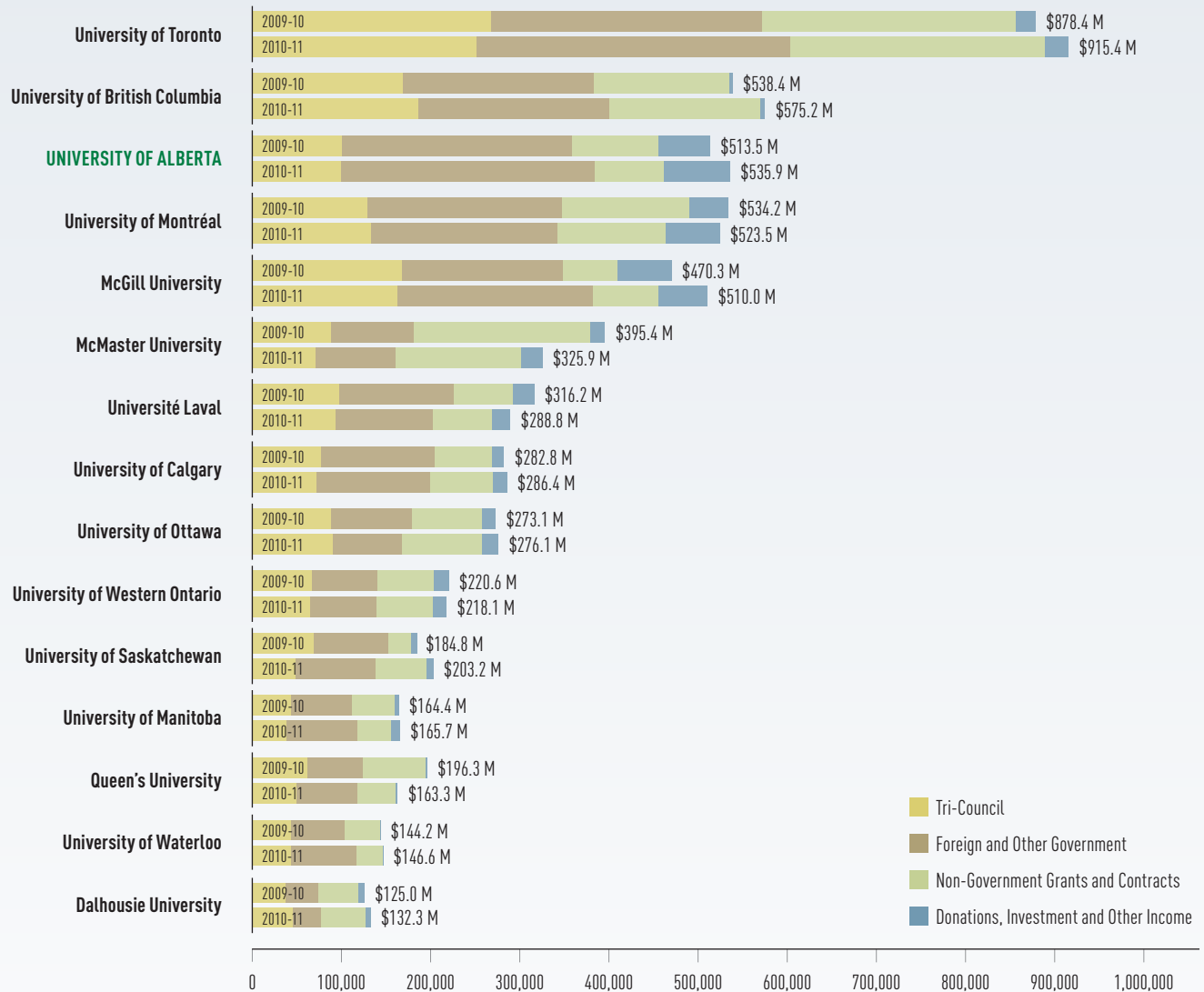
PERFORMANCE MEASURES

FIGURE 15 AVERAGE FINANCIAL SUPPORT PER RESEARCH MASTERS STUDENT, UNIVERSITY OF ALBERTA AND U15 UNIVERSITIES



Note: Data are the most recent available. **Source:** U15 Data Exchange

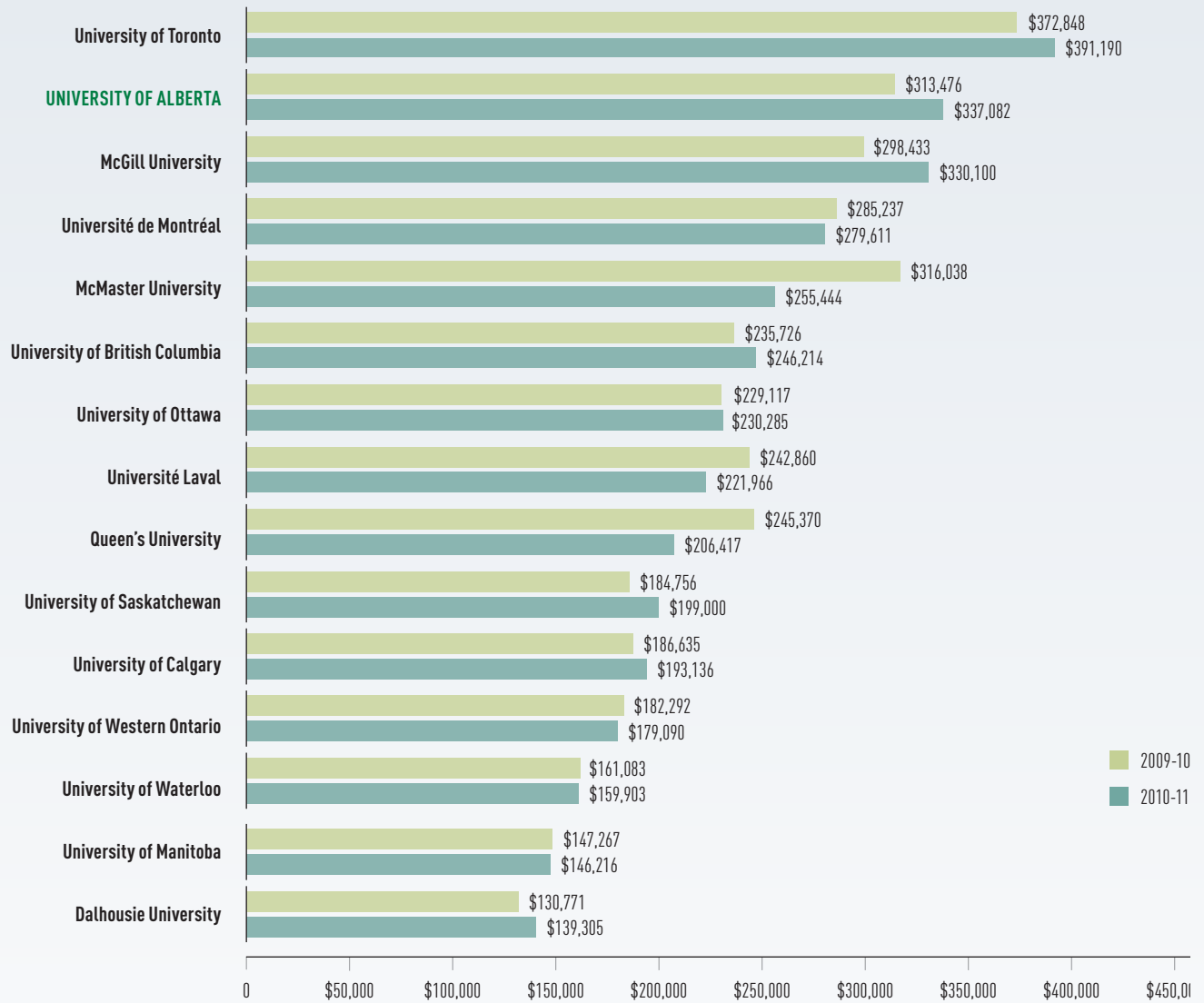
FIGURE 16 U15 SPONSORED RESEARCH INCOME BY TYPE



Notes: Income from Tri-Council includes: Social Sciences and Humanities Research Council; Natural Sciences and Research Council; and Canadian Institute of Health Research (CIHR). Other Government income reflects income from all government departments and agencies - grants and contracts, less Tri-Council and includes foreign government income. Donations, non-government grants and contracts, and investment and other incomes, are reported in each respective category on the CAUBO report. Data are the most recent available. **Sources:** Canadian Association of University Business Officers (CAUBO): Financial Information of Universities and Colleges 2009-10 and 2010-2011, Report 3.1. Université de Montréal includes École Polytechnique de Montréal and HEC Montréal.

Talented U of A researchers have an impact in their field

FIGURE 17 SPONSORED RESEARCH INCOME PER FULL-TIME TEACHING FACULTY FOR U15 UNIVERSITIES



Notes: Income from Tri-Council includes: Social Sciences and Humanities Research Council; Natural Sciences and Research Council; and Canadian Institute of Health Research (CIHR). Other Government income reflects income from all government departments and agencies - grants and contracts, less Tri-Council and includes foreign government income. Donations, non-government grants and contracts, and investment and other incomes, are reported in each respective category on the CAUBO report. Data are the most recent available. **Sources:** Canadian Association of University Business Officers (CAUBO): Financial Information of Universities and Colleges 2009-10 and 2010-2011, Report 3.1. Université de Montréal includes École Polytechnique de Montréal and HEC Montréal.

RENEWING AND ENHANCING FACILITIES AND INFRASTRUCTURE

Over the past ten years, the University of Alberta has undergone tremendous growth. Total student enrolment has increased 20 per cent, fulfilling access goals of both the province and the University. Graduate student enrolment has nearly doubled. During the same period, we have seen a concomitant increase in our research productivity and international profile and reputation.

The following projects were recorded as substantially completed in fiscal year 2012–13:

Edmonton Clinic Pedways: Connecting the Kaye Edmonton Clinic, Edmonton Clinic Health Academy, and the Walter C. Mackenzie Centre via an overhead pedway system was the last, but critical, component to the original program of the Edmonton Clinic facilities. This pedway network provides a connection to the city of Edmonton LRT platform, which will allow students, staff, and general public to easily travel between the three facilities, with the added benefit of reducing ground-level 114th Street crossings.

- **Medical Isotope and Cyclotron Facility:** The Medical Isotope and Cyclotron Facility is a partnership among the University of Alberta, Alberta Health Services, Enterprise and Advanced Education, Alberta Infrastructure, Alberta Health, Natural Resources Canada, and Advanced Cyclotron Systems that produces a stand-alone, medium-energy cyclotron facility with an integrated radiopharmacy. This facility will be used as a research and academic facility that houses both University of Alberta and Alberta Health Services teams working on medical isotope research and the production of medical isotopes. The medical isotopes produced in the facility will be used locally to diagnose and treat patients with cancer, cardiac, neurological, and other diseases.
- **Glen Sather Clinic and Dentistry Clinic:** With the recent completion of the Kaye Edmonton Clinic, the University of Alberta’s Glen Sather Clinic and Dentistry Clinic were relocated and opened. This new space enabled these two programs to expand clinical services and collaborations and ease patient access to their facilities.
- **LKS and Katz:** Work completed this year covered a variety of department fit outs along with several special build initiatives, the areas of development included; Dentistry / Ophthalmology, Hydroclave / Helium Recovery, Biobank, BSL2, and Pharmacy Phase 1 / WCHRI. Each of the fit outs moved the University closer to the overall completion of the program development within the two buildings. Advancing through 2013/2014 the areas of remaining development included the CGMP area, Pharmacy Phase 2 and smaller pockets of support area development.

The following major funded capital projects were underway in 2012-13 fiscal:

- **Agricultural, Life & Environmental Sciences (ALES) Research Stations:** Facilities at several locations are being upgraded to meet expanding research and infrastructure requirements including sites at South Campus, St. Albert, Kinsella, and Mattheis Ranch. Work includes new buildings, renewal of various existing farm assets, basic underground services, and expansion of our rolling stock equipment inventory.
- **Innovation Centre for Engineering:** Even with the renewal and repurposing of the existing Chemical and Materials Engineering building, there is a continued and pressing need to develop additional program space for the Faculty of Engineering. The University continues to advance on the construction of the base shell and core of this facility, with construction completion scheduled for September 2013. This facility will provide a contiguous home for the administrative office of the faculty, as well as necessary research and collaborative space for the faculty's graduate students.
- **Physical Activity and Wellness (PAW) Centre:** Construction of this facility began in late 2012 in response to growing demand for additional recreation and fitness space as well as research and programming in the Faculty of Physical Education and Recreation. This project is funded in partnership with the Students' Union, Graduate Students' Association, Alberta Lotteries, private donors, and institutional dollars.
- **Pharmacy Fit Out:** Phase II of the Pharmacy fit out within the Medical Sciences building has commenced. This space is connected to both the Katz Group Centre for Pharmacy and Health Research and Edmonton Clinic Health Academy and provides needed space for the dean's office, student services, and teaching and research space. Scheduled completion is September 2014.
- **Student Housing:** Construction of approximately 250 Beds within East Campus Village has commenced and will be ready for occupancy in September 2013. These new residences will provide housing for undergraduate, international, and graduate students, and will support the University's goal of providing on-campus housing of up to 25 per cent of its full-time student population.
- **South Academic Building Repurposing:** A portion of the South Academic Building has been repurposed and renewed to accommodate the growing need for wet lab space for the Faculty of Agricultural, Life and Environmental Sciences. This space has attracted world leading researchers in the areas of soils reclamation and water research.

FINANCIAL HIGHLIGHTS FOR 2013

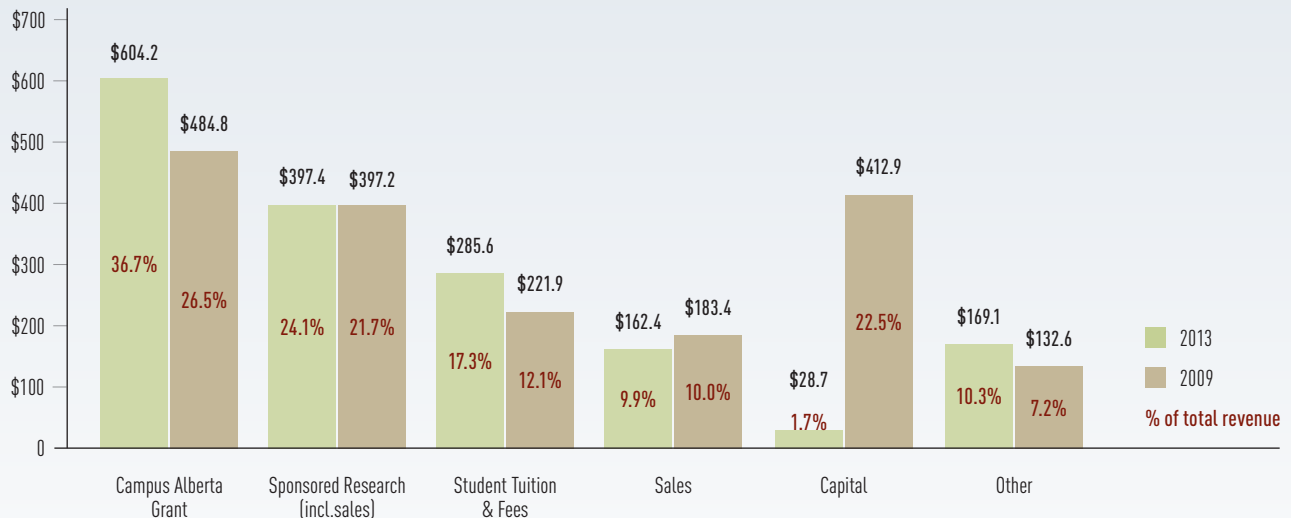
The overview is intended to provide the reader with the financial highlights for the 2012-2013 year and should be read in conjunction with the complete financial analysis and the March 31, 2013 audited Financial Statements available at <http://www.financial.ualberta.ca/AnnualFinancialStatements.aspx>.

The University of Alberta ended the 2013 fiscal year with a \$25.4 million operating surplus (2012: \$11.8 surplus) and an accumulated deficit from operations of \$76.1 million (2012: \$87.1 deficit). The \$25.4 million operating surplus is mainly due to savings at the unit level which have occurred as units reduce spending to assist in meeting their 2013-14 operating budget reductions.

OTHER FINANCIAL HIGHLIGHTS FOR 2013:

- The university received a 2% increase in the operating grant funding.
- Unitized Endowment Pool (UEP) investments returned 12.2% (2012: 3.0%) and the Non-Endowed Investment Pool (NEIP) returned 3.5% (2012: 2.1%).
- Total funding in support of the university's research activity for 2013 is \$423 million compared to \$460 million in 2012 (amounts include capital utilized for research designated buildings and clinical trial and related research funding with Alberta Health Services). Government of Alberta grants decreased by \$39 million due to several large research projects ending last year. In addition, some Government of Alberta sponsored research activities were significantly reduced in scope.

FIGURE 18 REVENUE COMPARATIVE (BEFORE DEFERRALS) YEAR ENDED MARCH 31 (IN MILLIONS OF DOLLARS)

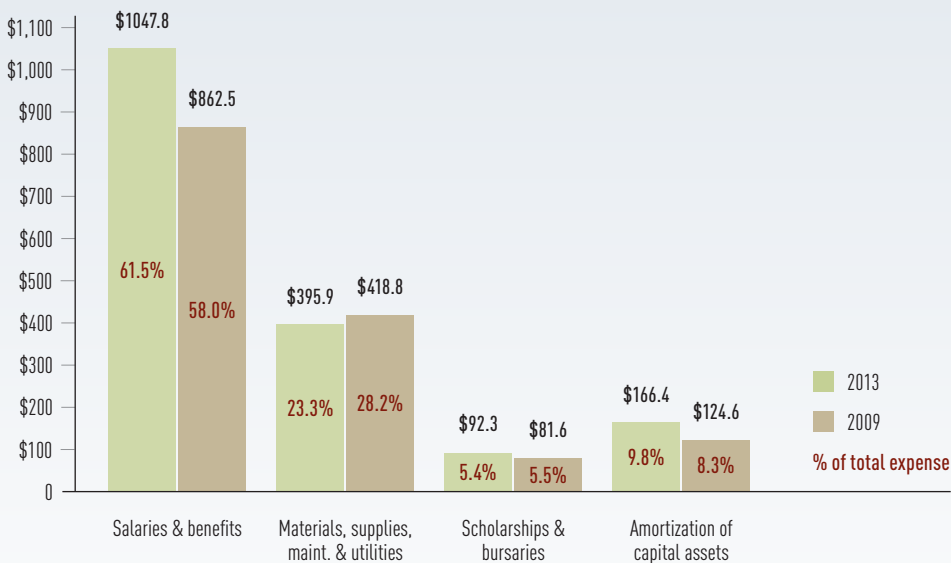


- The university's successful fund-raising initiatives support many activities across the university. For the 2013 year, new endowment donations totaled \$30 million and expendable donations totaled \$40.5 million.
- Capital funding from the Government of Alberta has been decreasing over the past few years with the completion of large-scale projects. This past year, in support of the university's capital plan, the

Government of Alberta provided \$23 million in funding for infrastructure maintenance and approved the repurposing of positive variances from these large-scale projects to other capital priorities.

- For further information, please see the Financial Statements, March 31, 2013 at <http://www.financial.ualberta.ca/AnnualFinancialStatements.aspx>

FIGURE 19 EXPENSE COMPARATIVE YEAR ENDED MARCH 31 (IN MILLIONS OF DOLLARS)



RISK IMPLICATIONS

Like all internationally competitive research-intensive universities, the University of Alberta must deal with a variety of risks that have the potential to hinder its growth and the realization of its vision, mission, and strategic objectives.

1. The dramatic cuts in provincial funding, uncertainty regarding government policy on tuition and low interest rates, combined with underlying cost pressures, will require the university to undergo significant structural changes across the academy and administrative operations. This new financial reality gives rise to numerous institutional risks including the impact on quality; ability to grow research and establish international partnerships; maintenance of program accreditation; ability to attract and retain the highest-quality faculty, staff, and students; maintenance of infrastructure; and overall institutional reputation.
2. Enrolment growth must be managed from the perspective of meeting the labour demands of the province and supporting the research mandate of the university. This will require the U of A striking the right balance of undergraduate to graduate students to position the university as an internationally competitive research-intensive institution.
3. Without the appropriate number of leaders, teachers, researchers, and support staff contributing to their full potential, the university will not be able to provide the quality of the learning experience or participate in the world-leading research expected of an internationally competitive research university.
4. For the university to remain relevant to its students and meet the needs and expectations of its faculty to engage in the highest-calibre research, it requires continuous investment in leading-edge IT infrastructure, highly skilled personnel, and support.
5. The continuation of appropriate levels of Infrastructure Maintenance Program funding to avoid a return to increasing levels of deferred maintenance is vital. In addition, limited or no funding of capital for new, expansion, or renewal projects will affect the capacity of the university to meet the strategic goals of the institution and will have a negative impact on the economic goals of the province.
6. An institution that aspires to be among the top research-intensive universities in the world can only achieve that goal through the establishment of strategic collaborations and partnerships with an extensive range of stakeholders. The university requires access to and flexibility in funding that would enable it to leverage tens of millions of research dollars from provincial, national, and international sources.
7. In moving toward the vision of being one of the world's great public universities, the U of A's national and international profile will increase. The university must address the current economic and financial challenges it faces in such a way that it does not negatively affect its increasing national and international reputation as an exceptional place to learn and work.
8. While the university must assume risks in support of its mandate as an internationally recognized research-intensive institution, it must also promote appropriate risk management plans and strategies that develop responsive attitudes and behaviour at all levels of the organization in order to maintain a healthy and safe environment for all.
9. Each student who attends the U of A arrives with unique expectations, abilities, talents, experiences, and level of maturity. The university must strive to ensure that each student has the best possible opportunity to reach their potential, however that may be measured or defined. If our students do not develop their academic or personal potential, the university will fail to achieve its mission.

Through its integrated enterprise risk management framework, the university will monitor, manage, and mitigate these and other emerging risks in an effort to avoid substantial impact on the university's ability to fulfill its strategic objectives.

MANAGEMENT'S RESPONSIBILITY FOR REPORTING

University of Alberta's management is responsible for the preparation, accuracy, objectivity and integrity of the information contained in the Annual Report including the financial statements, performance results, and supporting management information. Systems of internal control are designed and maintained by management to produce reliable information to meet reporting requirements. The system is designed to provide management with reasonable assurance that transactions are properly authorized, are executed in accordance with all relevant legislation, regulations and policies, reliable financial records are maintained, and assets are properly accounted for and safeguarded.

The Annual Report has been developed under the oversight of the Board University Relations Committee, as well as the Board Audit Committee with respect to the financial information, and approved by the Board of Governors. The report is prepared in accordance with the *Government Accountability Act* and the *Post-Secondary Learning Act*.

The Auditor General of the Province of Alberta, the institution's external auditor appointed under the Auditor General Act, performs an annual independent audit of the consolidated financial statements in accordance with generally accepted accounting principles.

Indira V. Samarasekera, OC
President and Vice-Chancellor

Phyllis Clark
Vice-President (Finance & Administration)
and Chief Financial Officer

INDEPENDENT AUDITOR'S REPORT

FOR YEAR ENDED MARCH 31, 2013



Independent Auditor's Report

To the Board of Governors

Report on the Consolidated Financial Statements

I have audited the accompanying consolidated financial statements of the University of Alberta, which comprise the consolidated statements of financial position as at March 31, 2013, March 31, 2012 and April 1, 2011, and the consolidated statements of operations and cash flows for the years ended March 31, 2013 and March 31, 2012, and the consolidated statement of remeasurement gains and losses for the year ended March 31, 2013 and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on these consolidated financial statements based on my audits. I conducted my audits in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

I believe that the audit evidence I have obtained in my audits is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, the consolidated financial statements present fairly, in all material respects, the financial position of the University of Alberta as at March 31, 2013, March 31, 2012 and April 1, 2011 and the results of its operations and its cash flows for the years ended March 31, 2013 and March 31, 2012, and its remeasurement gains and losses for the year ended March 31, 2013 in accordance with Canadian public sector accounting standards.

Auditor General

June 03, 2013

Edmonton, Alberta

UNIVERSITY OF ALBERTA FINANCIAL STATEMENTS

FOR YEAR ENDED MARCH 31, 2013

UNIVERSITY OF ALBERTA
CONSOLIDATED STATEMENTS OF FINANCIAL POSITION
AS AT
(thousands of dollars)

	March 31, 2013	March 31, 2012 (note 2)	April 1, 2011 (note 2)
ASSETS			
Cash and cash equivalents (note 5)	\$ 17,156	\$ 20,925	\$ 6,118
Investments (note 6)	1,696,984	1,632,498	1,749,504
Accounts receivable	122,722	163,857	187,019
Inventories and prepaid expenses	13,005	13,273	21,125
Capital assets (note 9)	2,730,905	2,719,566	2,568,681
	\$ 4,580,772	\$ 4,550,119	\$ 4,532,447
LIABILITIES			
Accounts payable and accrued liabilities	\$ 194,549	\$ 219,599	\$ 235,263
Employee future benefit liabilities (note 10)	239,695	230,443	226,630
Debt (note 11)	175,822	183,313	197,835
Deferred revenue (note 12)	2,689,914	2,763,827	2,758,460
	3,299,980	3,397,182	3,418,188
NET ASSETS			
Endowments (note 13)	879,861	800,343	783,340
Investment in capital assets (note 14)	462,233	439,714	414,157
Accumulated deficit from operations (note 14)	(76,132)	(87,120)	(83,238)
Accumulated remeasurement gains	14,830	-	-
	1,280,792	1,152,937	1,114,259
	\$ 4,580,772	\$ 4,550,119	\$ 4,532,447

Contingent liabilities and contractual obligations (note 15 and 16)

The accompanying notes are an integral part of these consolidated financial statements.

UNIVERSITY OF ALBERTA
CONSOLIDATED STATEMENTS OF OPERATIONS
YEARS ENDED MARCH 31
(thousands of dollars)

	2013 Budget	2013	2012 (note 2)
REVENUE			
Government of Alberta grants (note 20)	\$ 874,555	\$ 907,806	\$ 879,623
Federal and other government grants	183,039	193,937	189,834
Student tuition and fees	277,728	285,629	269,355
Sales of services and products	219,488	183,034	200,875
Donations and other grants	97,119	116,441	108,278
Investment income	49,603	40,952	42,970
	1,701,532	1,727,799	1,690,935
EXPENSE (note 17)			
Instruction and non-sponsored research	978,704	981,192	955,558
Sponsored research	414,009	398,923	398,829
Facility operations and maintenance	130,357	117,527	119,697
Special purposes	92,084	111,230	104,800
Ancillary enterprises	103,659	93,515	100,252
	1,718,813	1,702,387	1,679,136
Operating surplus (deficit)	(17,281)	25,412	11,799
Transfer from endowments (note 13)	-	8,095	9,876
Change in accumulated surplus	(17,281)	33,507	21,675
Accumulated surplus, beginning of year	347,145	352,594	330,919
Accumulated surplus, end of year (note 14)	\$ 329,864	\$ 386,101	\$ 352,594

The accompanying notes are an integral part of these consolidated financial statements.

UNIVERSITY OF ALBERTA
CONSOLIDATED STATEMENTS OF CASH FLOWS
YEARS ENDED MARCH 31
(thousands of dollars)

	2013	2012 (note 2)
OPERATING TRANSACTIONS		
Operating surplus	\$ 25,412	\$ 11,799
Add (deduct) non-cash items:		
Amortization of capital assets	166,387	158,881
Expended capital recognized as revenue	(112,697)	(104,264)
Losses (gains) on disposal of capital assets	964	(1,254)
Inventory writedown	300	8,781
Unrealized gains on investment	-	(2,295)
Increase in employee future benefit liabilities	9,252	3,813
Total non-cash items	64,206	63,662
Decrease in accounts receivable	41,135	23,162
Increase in inventories and prepaid expenses	(32)	(929)
Decrease in accounts payable and accrued liabilities	(25,050)	(15,664)
Increase in deferred revenue, less expended capital recognized as revenue	31,820	62,394
Cash provided by operating transactions	137,491	144,424
CAPITAL TRANSACTIONS		
Acquisition of capital assets	(171,889)	(262,641)
Proceeds on sale of capital assets	163	1,366
Cash applied to capital transactions	(171,726)	(261,275)
INVESTING TRANSACTIONS		
Sales of investments, net of purchases	9,052	115,387
Endowment investment (loss) income	(1,191)	4,171
Cash provided by investing transactions	7,861	119,558
FINANCING TRANSACTIONS		
Endowment donations	30,096	26,622
Debt - repayment	(10,991)	(15,922)
Debt - new financing	3,500	1,400
Cash provided by financing transactions	22,605	12,100
Increase (decrease) in cash and cash equivalents	(3,769)	14,807
Cash and cash equivalents, beginning of year	20,925	6,118
Cash and cash equivalents, end of year (note 5)	\$ 17,156	\$ 20,925

The accompanying notes are an integral part of these consolidated financial statements.

UNIVERSITY OF ALBERTA
CONSOLIDATED STATEMENT OF REMEASUREMENT GAINS AND LOSSES
YEAR ENDED MARCH 31
(thousands of dollars)

	2013
Accumulated remeasurement gains, beginning of year	\$ -
Unrealized gains attributable to:	
Investments	14,830
Accumulated remeasurement gains, end of year	\$ 14,830

The accompanying notes are an integral part of these consolidated financial statements.

UNIVERSITY OF ALBERTA
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEARS ENDED MARCH 31
(thousands of dollars)

1. Authority and purpose

“The Governors of The University of Alberta” is a corporation which manages and operates the University of Alberta (the university) under the *Post-secondary Learning Act* (Alberta). All members of the Board of Governors are appointed by either the Lieutenant Governor in Council or the Minister of Enterprise and Advanced Education, with the exception of the Chancellor and President, who are *ex officio* members. Under the *Post-secondary Learning Act*, Campus Alberta Sector Regulation, the university is a comprehensive academic and research institution offering undergraduate and graduate degree programs as well as a full range of continuing education programs and activities. The university is a registered charity, and under section 149 of the *Income Tax Act* (Canada), is exempt from the payment of income tax.

2. Conversion to Public Sector Accounting Standards

Commencing April 1, 2012, the university adopted Canadian Public Sector Accounting Standards (PSAS) as issued by the Public Sector Accounting Board. In accordance with PSA Handbook Section 2125 (First-time Adoption), the date of transition to PSAS is April 1, 2011 and the university has prepared and presented an opening consolidated statement of financial position at the date of transition. The consolidated statement of cash flows reflects the reclassification of certain amounts as a result of the conversion to PSAS. These consolidated financial statements are the first consolidated financial statements for which the university has applied PSAS. The impact of the conversion to PSAS is presented in Schedule 1.

In accordance with the requirements of PSA Handbook Section 2125, the accounting policies set out in note 4 have been consistently applied to all years presented. Adjustments resulting from the adoptions of PSAS have been applied retroactively excluding cases where optional exemptions available under Section 2125 have been applied. The university has elected to adopt the exemptions available under Section 2125 as follows:

- To retroactively recognize retirement and post-employment unamortized cumulative gains and losses to accumulated surplus.
- To accept the exemption for:
 - Business combinations that were acquired prior to the date of transition.
 - Investments in government business enterprises for investments incurred prior to the date of transition.
 - Government business partnerships entered into prior to the date of transition.
 - Capital assets impairment (prospectively).

3. Adoption of new accounting standards

(a) Financial instruments

As of April 1, 2012, the university adopted PSA Handbook Section 3450 (Financial Instruments). This new standard provides guidance for recognition, measurement and disclosure of financial instruments. The transitional provisions in the standard state that when a government organization applies this standard in the same year it adopts PSAS for the first time, this standard cannot be applied retroactively. Comparative amounts are presented in accordance with the accounting policies applied by the university immediately preceding its adoption of PSAS.

(b) Investments, foreign currency, and financial statement presentation

As of April 1, 2012, the university adopted PSA Handbook Sections 3041 (Portfolio Investments), 2601 (Foreign Currency Translation), and 1201 (Financial Statement Presentation). These standards establish how to account for and report on investments, transactions denominated in foreign currency, and the disclosure of information in financial statements.

The transitional provisions in Section 2601 state that when a government organization applies this standard in the same year it adopts PSAS for the first time, this standard cannot be applied retroactively. Comparative amounts are presented in accordance with the accounting policies applied by the university immediately preceding its adoption of PSAS. Sections PS 3041 and PS 1201 have been applied retroactively.

(c) Government transfers

As of April 1, 2012, the university applied PSA Handbook Section 3410 (Government Transfers). This revised standard establishes how to account for and report on government transfers from both a transferring government and a recipient government perspective. The university has elected to apply the requirements of the standard on a retroactive basis.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEARS ENDED MARCH 31
(thousands of dollars)

4. Summary of significant accounting policies and reporting practices

(a) General – Canadian Public Sector Accounting Standards (PSAS) and use of estimates

These consolidated financial statements have been prepared in accordance with PSAS. The measurement of certain assets and liabilities is contingent upon future events; therefore, the preparation of these consolidated financial statements requires the use of estimates, which may vary from actual results. Management uses judgment to determine such estimates. Employee future benefit liabilities, amortization of capital assets and valuation of floating rate notes are the most significant items based on estimates. In management's opinion, the resulting estimates are within reasonable limits of materiality and are in accordance with the significant accounting policies summarized below. These significant accounting policies are presented to assist the reader in evaluating these consolidated financial statements and, together with the following notes, should be considered an integral part of the financial statements.

(b) Net debt model presentation

PSAS require a net debt presentation for the statement of financial position in the summary financial statements of governments. Net debt presentation reports the difference between financial assets and financial liabilities as net debt or net financial assets as an indicator of future revenues required to pay for past transactions and events. The university operates within the government reporting entity and does not finance all its expenditures by independently raising revenues. Accordingly, these consolidated financial statements do not report a net debt indicator.

(c) Valuation of financial assets and financial liabilities

The university's financial assets and financial liabilities are generally measured as follows:

Financial Statement Component	Measurement
Cash and cash equivalents	Amortized cost
Investments	Fair value
Derivatives	Fair value
Accounts receivable	Amortized cost
Accounts payable and accrued liabilities	Amortized cost
Debt	Amortized cost

Unrealized gains and losses from changes in the fair value of financial assets and financial liabilities are recognized in accumulated remeasurement gains and losses, except for the restricted amount which is recognized as deferred revenue or endowment net assets. Upon settlement, the gains and losses are reclassified from accumulated remeasurement gains and losses and recognized as revenue or expense.

All financial assets except derivatives are assessed annually for impairment. Impaired financial losses are recognized as a decrease in revenue, except for the restricted amount which is recognized as a decrease in deferred revenue or a decrease in endowment net assets. A write-down of an investment to reflect a loss in value is not reversed for a subsequent increase in value.

For financial assets and financial liabilities measured at amortized cost, the effective interest rate method is used to determine interest revenue or expense. Transaction costs are a component of cost for financial assets and financial liabilities that are measured at amortized cost and expensed when measured at fair value.

Derivatives are recorded at fair value in the statement of financial position. Derivatives with a positive (negative) fair value are recognized as assets (liabilities). All unrealized changes in the fair value of derivatives are recognized in accumulated remeasurement gains and losses in the year in which they occur, except for the derivatives associated with the restricted amount which is recognized as deferred revenue. Once realized, these gains and losses are recognized as revenue or expense.

University management evaluates contractual obligations for the existence of embedded derivatives and elects to either measure the entire contract at fair value or separately measure the value of the derivative component when characteristics of the derivative are not closely related to the economic characteristics and risks of the contract itself. Contracts to buy or sell non-financial items for the university's normal course of business are not recognized as financial assets or financial liabilities. The university has elected to apply the evaluation of embedded derivatives prospectively, from April 1, 2012.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEARS ENDED MARCH 31
(thousands of dollars)

4. Summary of significant accounting policies and reporting practices (cont'd)

(d) Revenue recognition

All revenue is reported on an accrual basis. Cash received for which goods or services have not been provided is recognized as deferred revenue.

Government grants, non-government grants and donations

Government transfers are referred to as government grants.

Restricted grants and donations are recognized as deferred revenue if the terms for use, or the terms along with the university's actions and communications as to the use, create a liability. These grants and donations are recognized as revenue when the terms are met.

Government grants without terms for the use of the grant are recognized as revenue when the university is eligible to receive the funds. Unrestricted non-government grants and donations are recognized as revenue in the year received or in the year the funds are committed to the university if the amount can be reasonably estimated and collection is reasonably assured.

In kind donations of services and materials are recognized at fair value when a fair value can be reasonably determined. Volunteers as well as university staff contribute an indeterminable number of hours per year to assist the university in carrying out its mission; such contributed services are not recognized in these consolidated financial statements.

Grants and donations related to land

Grants and donations for the purchase of land are recognized as deferred revenue when received and recognized as revenue when the land is purchased. An in kind grant or donation of land is recognized as revenue at the fair value of the land when a fair value can be reasonably determined. When the fair value cannot be reasonably determined, the in kind grant or donation is recorded at nominal value.

Endowments

Donations that must be maintained in perpetuity are recognized as a direct increase in endowment net assets when received or receivable. Investment income and unrealized gains and losses that also must be maintained in perpetuity are recognized as endowment net assets when received or receivable.

Investment income

Investment income includes dividends, interest income and realized gains and losses on the sale of investments. Unrealized gains and losses on investments from unrestricted grants and donations are recognized in accumulated remeasurement gains and losses until settlement. Once realized, these gains and losses are recognized as revenue. Investment income from restricted grants and donations is recognized as deferred revenue when the terms for use create a liability, and is recognized as revenue when the terms of the grant or donation are met.

(e) Inventories

Inventories held for resale are valued at the lower of cost and expected net realizable value and are determined using the weighted average method. Inventories held for consumption are valued at cost.

(f) Capital assets

Capital assets are comprised of only tangible capital assets. Capital asset acquisitions are recorded at cost, which includes amounts that are directly related, such as design, construction, development, improvement or betterment of the asset. Cost includes overhead directly attributable to construction and development.

The cost less residual value of the capital assets, excluding land, is amortized on a straight-line basis over the estimated useful lives as follows:

Buildings and utilities	10 - 40 years
Equipment, furnishings and systems	3 - 10 years
Learning resources	10 years

Capital asset write-downs are recorded when conditions indicate they no longer contribute to the university's ability to provide services, or when the value of future economic benefits associated with the capital assets are less than their net book value. Net write-downs are recognized as expense.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEARS ENDED MARCH 31
(thousands of dollars)

4. Summary of significant accounting policies and reporting practices (cont'd)

(g) Employee future benefits

Pension

The university participates with other employers in the Public Service Pension Plan (PSPP) and the Universities Academic Pension Plan (UAPP). These pension plans are multi-employer defined benefit pension plans that provide pensions for the university's participating employees based on years of service and earnings.

Pension expense for the UAPP is actuarially determined using the projected benefit method prorated on service and is allocated to each participating employer based on their respective percentage of employer contributions. Actuarial gains and losses on the accrued benefit obligation are amortized over the expected average remaining service life.

The university does not have sufficient plan information on the PSPP to follow the standards for defined benefit accounting, and therefore follows the standards for defined contribution accounting. Accordingly, pension expense recorded for the PSPP is comprised of employer contributions to the plan that are required for its employees during the year, which are calculated based on actuarially pre-determined amounts that are expected, along with investment income, to provide the plan's future benefits.

Long-term disability

The cost of providing non-vesting and non-accumulating employee future benefits for compensated absences under the university's long-term disability plans is charged to expense in full when the event occurs which obligates the university to provide the benefits. The cost of these benefits is actuarially determined using the accumulated benefit method, a discount rate based on the university's cost of borrowing and management's best estimate of the retirement ages of employees, expected health care costs and the period of employee disability. Actuarial gains and losses on the accrued benefit obligation are amortized over the average expected period the benefits will be paid.

Early retirement

The cost of providing accumulating post-employment benefits under the university's early retirement plans is charged to expense over the period of service provided by the employee. The cost of these benefits is actuarially determined using the projected benefit method prorated on services, a discount rate based on the university's cost of borrowing and management's best estimate of expected health care, dental care, life insurance costs and the period of benefit coverage. Actuarial gains and losses on the accrued benefit obligation are amortized over the average remaining service life of active employees expected to receive benefits under the plans.

Supplementary retirement plans

The university provides non-contributory defined benefit supplementary retirement benefits to executive based on years of service and earnings. The expense for these plans is actuarially determined using the projected benefit method prorated on service. Actuarial gains and losses on the accrued benefit obligation are amortized over the expected average remaining service life.

The university provides non-contributory defined contribution supplementary retirement benefits to eligible academic staff based on years of service and earnings. The expense for this plan is the employer's current year contribution to the plan as calculated in accordance with the plan rules.

Administrative/professional leave

The university provides for certain executive to accrue a paid leave of absence at the end of their executive appointment. The expense for these plans is actuarially determined using the projected benefit method prorated on service. Actuarial gains and losses on the accrued benefit obligation are amortized over the expected average remaining service life.

General illness

The cost of providing non-vesting and non-accumulating compensated absences to a maximum of 26 weeks (academic staff) or 120 days (support staff) under the university's general illness plans is charged to expense in full when the event occurs which obligates the university to provide the benefits. The cost of these benefits is actuarially determined using the accumulated benefit method and management's best estimate of the period of employee disability.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEARS ENDED MARCH 31
(thousands of dollars)

4. Summary of significant accounting policies and reporting practices (cont'd)

(h) Investment in government partnerships

Proportionate consolidation is used to record the university's share of the following government partnerships:

- Northern Alberta Clinical Trials and Research Centre (50% interest) - a joint venture with Alberta Health Services to support the shared missions of Alberta Health Services and the university for collaborative clinical research.
- TEC Edmonton (50% interest) - a joint venture with Edmonton Economic Development Corporation to stimulate entrepreneurialism, advance corporate development and accelerate commercialization of new ideas and technologies that benefit society.
- Tri-University Meson Facility (TRIUMF) (9.09% interest) - a joint venture with ten other universities to operate a sub-atomic physics research facility.
- Western Canadian Universities Marine Sciences Society (20% interest) - provides research infrastructure in the marine sciences for member universities and the world-wide scientific community.

These government partnerships are not material to the university's consolidated financial statements; therefore, separate condensed financial information is not presented.

5. Cash and cash equivalents

	2013	2012	April 1 2011
Cash	\$ 17,156	\$ 5,925	\$ 1,118
Money market funds	-	15,000	5,000
	\$ 17,156	\$ 20,925	\$ 6,118

Money market funds also include short-term notes and treasury bills with a maturity less than three months from the date of acquisition.

6. Investments

	2013	2012	April 1 2011
Fair value			
Money market funds	\$ 625,905	\$ 661,200	\$ 793,052
Floating rate notes	101,720	95,710	92,367
Canadian government and corporate bonds	157,981	176,171	252,323
Canadian equity	242,166	189,863	190,507
Foreign equity	447,865	396,020	395,472
Pooled hedge funds	62,213	62,718	24,711
Annuities	-	82	86
Real estate funds	56,029	50,734	986
	1,693,879	1,632,498	1,749,504
Other at amortized cost	3,105	-	-
	\$ 1,696,984	\$ 1,632,498	\$ 1,749,504

As at March 31, 2013, the average effective yields and the terms to maturity are as follows:

- Money market funds: 1.23% (2012 – 1.12%); term to maturity: less than one year.
- Canadian government and corporate bonds: 1.85% (2012 – 1.42%); terms to maturity: range from less than one year to more than 10 years.

Unrealized gains and losses on endowment investments

Endowment investment unrealized gains of \$57,517 are recognized as an increase to endowment net assets.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEARS ENDED MARCH 31
(thousands of dollars)

6. Investments (cont'd)

The following table provides a categorization of investments that are measured subsequent to initial recognition at fair value, grouped into levels 1 to 3 based on the degree to which the fair value is observable.

	2013			Total
	Level 1 ⁽¹⁾	Level 2 ⁽²⁾	Level 3 ⁽³⁾	
Investments at fair value				
Money market funds	\$ -	\$ 625,905	\$ -	\$ 625,905
Floating rate notes	-	-	101,720	101,720
Canadian government and corporate bonds	-	157,981	-	157,981
Canadian equity	237,911	-	4,255	242,166
Foreign equity	447,865	-	-	447,865
Pooled hedge funds	-	62,213	-	62,213
Real estate funds	8,570	-	47,459	56,029
	\$ 694,346	\$ 846,099	\$ 153,434	\$ 1,693,879

	2012			Total
	Level 1 ⁽¹⁾	Level 2 ⁽²⁾	Level 3 ⁽³⁾	
Investments at fair value				
Money market funds	\$ -	\$ 661,200	\$ -	\$ 661,200
Floating rate notes	-	-	95,710	95,710
Canadian government and corporate bonds	-	176,171	-	176,171
Canadian equity	186,292	-	3,571	189,863
Foreign equity	396,020	-	-	396,020
Pooled hedge funds	-	62,718	-	62,718
Annuities	-	82	-	82
Real estate funds	24,728	-	26,006	50,734
	\$ 607,040	\$ 900,171	\$ 125,287	\$ 1,632,498

The fair value measurements are those derived from:

- ⁽¹⁾ Quoted prices in active markets for identical assets or liabilities.
- ⁽²⁾ Inputs other than quoted prices included within level 1 that are observable for the assets or liabilities, either directly (i.e. as prices) or indirectly (i.e. derived from prices).
- ⁽³⁾ Valuation techniques that include inputs for the assets or liabilities that are not based on observable market data (unobservable inputs).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEARS ENDED MARCH 31
(thousands of dollars)

6. Investments (cont'd)

Level 3 valuations

The following table reconciles the changes in fair value of level 3 investments:

	2013	2012
Balance, beginning of year	\$ 125,287	\$ 96,018
Unrealized gains	16,901	4,901
Purchases	19,208	25,750
Proceeds on sale	(7,067)	(1,259)
Other	(895)	(123)
Balance, end of year	\$ 153,434	\$ 125,287

Floating rate notes:

The university holds \$101,720 (2012 - \$95,710) in floating rate notes which are comprised of synthetic assets and ineligible tracking notes with a book value of \$134,617 (2012 - \$139,954).

The university has estimated the fair value of these floating rate notes as at March 31, 2013 using a discounted cash flow valuation model. This model incorporates management's best estimates of multiple factors, updated to reflect market-related and other additional information. The valuation also involves assumptions regarding the difference between the yield the university expects to earn from the floating rate notes and the appropriate market discount attributable to such investments. The estimated investment yields were determined based on available information. The estimated market discount rates for the floating rate notes were determined by reference to market rates for other investments and appropriate forward credit indices. They were then adjusted to include an estimated premium to reflect the expected lack of liquidity in the floating rate notes together with the leveraged nature of the underlying assets and were further adjusted for subordination where appropriate. The shortfall between the expected yield and the estimated discount rate for notes in the synthetic assets ranges from 4.02% to 10.22%. An increase of 1% in the estimated discount rate would decrease the fair value by approximately \$4,485.

Since the eventual timing and amount of future cash flows attributable to these assets may vary significantly from management's current best estimates, it is possible that the ultimate fair value of these assets may vary significantly from current estimates and that the magnitude of any such difference could be material to the financial results.

Canadian equity:

The university has invested in a partnership agreement with iNovia Investment fund II-B. The valuation of this partnership agreement is based on cost and then adjusted by current activity as provided by the general partner.

Real estate funds:

Real estate funds consist of units held in three limited partnerships that are not traded in a public market. The units can only be sold privately to another qualifying investor within the fund with the approval of the general partner. Fair value is determined by an appraisal of the real property held in the funds by independent qualified real estate appraisers on a minimum annual basis. The hiring of these independent appraisers is coordinated by the general partner of each fund.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEARS ENDED MARCH 31
(thousands of dollars)

7. Derivatives

Derivative financial instruments are used by the university to manage currency exposure primarily with respect to the university's investments. The university uses foreign currency forward contracts to manage its foreign exchange currency exposure on certain investments, and has entered into foreign currency forward contracts to minimize exchange rate fluctuations. All outstanding contracts have a remaining term to maturity of less than one year. As at March 31, 2013 the university held foreign currency forward contracts for settlement on April 16, 2013, with a notional amount of \$229,478 (2012 - \$228,748). The fair value of outstanding foreign currency forward contracts receivable is \$12,076 (2012 - \$11,273) and of foreign currency forward contracts payable is \$11,880 (2012 - \$7,267). The fair value measurement of derivative financial instruments is categorized into level 1 as described in note 6.

The composition of the most significant derivatives notional amount and fair value are as follows:

	2013			2012		
	Forward rate	Notional amount	Fair value	Forward rate	Notional amount	Fair value
Currency						
US dollar	1.0163	\$ 113,539	\$ (3,893)	1.0000	\$ 124,040	\$ 944
Euro	1.3055	62,655	1,167	1.3319	58,611	(1,146)
British pound	1.5432	33,050	504	1.5975	31,474	(505)
Japanese yen	0.0108	30,108	1,707	0.0122	46,943	5,034

8. Financial risk management

The university is exposed to the following risks:

Market risk

Market risk is the risk that the value of a financial instrument will fluctuate as a result of changes in market prices, whether those changes are caused by factors specific to the individual security, its issuer or general market factors affecting all securities. To manage this risk, the university has policies and procedures in place governing asset mix, diversification, exposure limits, credit quality and performance measurement. The university's Investment Committee, a subcommittee of the Board of Governors, has the delegated authority for oversight of the university's investments. The university's management for risk has not changed from prior year.

The university assesses its portfolio sensitivity to a percentage increase or decrease in the market prices. The sensitivity rate is determined using the historical annualized standard deviation for the total UEP over a four year period as determined by the BNY Mellon Asset Servicing consulting report. At March 31, 2013, if market prices had a 8.7% (2012 - 11.3%; 2011 - 10.4%) increase or decrease, with all other variables held constant, the increase or decrease in accumulated remeasurement gains and losses and endowment net assets for the year would be \$76,320 (March 31, 2012 - \$90,439; April 1, 2011 - \$81,467).

Foreign exchange risk

Foreign exchange risk on investments is the risk that the value of a financial instrument will fluctuate as a result of changes in foreign currencies. The university uses forward contracts to manage this risk. The university does not use foreign currency forward contracts or any other type of derivative financial instruments for trading or speculative purposes.

The impact of changes in the value of various foreign currencies are as follows:

	Fair value	5% decrease	1% decrease	1% increase	5% increase
US investments					
US dollar	\$ 252,513	\$ 245,564	\$ 251,123	\$ 253,903	\$ 259,462
International investments					
Euro	69,475	69,134	69,407	69,543	69,816
Japanese yen	55,504	54,234	55,250	55,758	56,774
British pound	43,297	42,785	43,195	43,399	43,809
Swiss franc	22,484	22,365	22,460	22,508	22,603

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEARS ENDED MARCH 31
(thousands of dollars)

8. Financial risk management (cont'd)

Liquidity risk

The university maintains a portfolio of short-term investments with rolling maturity dates to manage short-term cash requirements. The university maintains a short-term line of credit, which is not drawn upon at year end, to ensure that funds are available to meet current and forecasted financial requirements.

Credit risk

The university is exposed to credit risk on investments arising from the potential failure of a counterparty, debtor or issuer to honor its contractual obligations. To manage this risk, the university has established an investment policy with required minimum credit quality standards and issuer limits. The credit risk from accounts receivable is low as the majority of balances are due from government agencies and corporate sponsors.

The credit risk on money market funds and bonds (including floating rate notes) are as follows:

	2013	2012	April 1 2011
	%	%	%
Money market funds			
R-1 (high)	69.2	60.9	83.6
R-1 (mid)	30.6	38.9	16.2
Not rated	0.2	0.2	0.2
	100.0	100.0	100.0
Bonds			
AAA	25.8	31.5	35.5
AA	29.3	26.2	24.1
A	22.2	20.2	24.5
BBB	15.5	14.1	11.2
Not rated	7.2	8.0	4.7
	100.0	100.0	100.0

Interest rate risk

Interest rate risk is the risk to the university's earnings that arise from the fluctuation and degree of volatility in those rates. This risk is managed by investment policies that limit the term to maturity of certain fixed income instruments that the university holds. Interest rate risk on the university's debt is managed through fixed rate agreements with Alberta Capital Finance Authority (note 11).

The maturity of interest bearing investments are as follows:

	< 1 year	1 - 5 years	> 5 years	Average effective market yield
	%	%	%	%
Money market funds	100.0	-	-	1.2
Canadian government and corporate bonds	1.8	40.9	57.3	2.5
Floating rate notes	1.4	3.4	95.2	0.8

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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9. Capital assets

	2013				
	Buildings and utilities	Equipment, furnishings and systems	Learning resources	Land	Total
Cost					
Beginning of year	\$ 3,020,539	\$ 1,143,342	\$ 319,513	\$ 85,463	\$ 4,568,857
Acquisitions	95,309	63,203	20,341	-	178,853
Disposals	-	(8,567)	-	-	(8,567)
	3,115,848	1,197,978	339,854	85,463	4,739,143
Accumulated amortization					
Beginning of year	857,045	770,817	221,429	-	1,849,291
Amortization expense	74,436	72,090	19,861	-	166,387
Disposals	-	(7,440)	-	-	(7,440)
	931,481	835,467	241,290	-	2,008,238
Net book value at March 31, 2013	\$ 2,184,367	\$ 362,511	\$ 98,564	\$ 85,463	\$ 2,730,905

	2012				
	Buildings and utilities	Equipment, furnishings and systems	Learning resources	Land	Total
Cost					
Beginning of year	\$ 2,831,319	\$ 1,059,595	\$ 298,860	\$ 85,463	\$ 4,275,237
Acquisitions	189,220	100,005	20,653	-	309,878
Disposals	-	(16,258)	-	-	(16,258)
	3,020,539	1,143,342	319,513	85,463	4,568,857
Accumulated amortization					
Beginning of year	792,577	712,401	201,578	-	1,706,556
Amortization expense	64,468	74,562	19,851	-	158,881
Disposals	-	(16,146)	-	-	(16,146)
	857,045	770,817	221,429	-	1,849,291
Net book value at March 31, 2012	\$ 2,163,494	\$ 372,525	\$ 98,084	\$ 85,463	\$ 2,719,566

Included in buildings and utilities is \$129,732 (2012 - \$60,845) recorded as construction in progress, which is not amortized as the assets are not in service.

Acquisitions include in kind donations in the amount of \$ 6,964 (2012 - \$47,237).

The university holds library permanent collections and other permanent collections which include works of art, museum specimens, archival materials and maps, these collections are not included in capital assets.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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10. Employee future benefit liabilities

	2013		
	Academic staff	Support staff	Total
UAPP	\$ 165,855	\$ -	\$ 165,855
Long-term disability	8,459	18,971	27,430
Early retirement	102	23,662	23,764
SRP (defined contribution)	10,759	-	10,759
SRP (defined benefit)	7,094	-	7,094
Administrative/professional leave	3,518	-	3,518
General illness	726	549	1,275
	\$ 196,513	\$ 43,182	\$ 239,695

	2012		
	Academic staff	Support staff	Total
UAPP	\$ 165,927	\$ -	\$ 165,927
Long-term disability	8,182	16,075	24,257
Early retirement	217	22,496	22,713
SRP (defined contribution)	7,966	-	7,966
SRP (defined benefit)	5,644	-	5,644
Administrative/professional leave	2,999	-	2,999
General illness	937	-	937
	\$ 191,872	\$ 38,571	\$ 230,443

	April 1, 2011		
	Academic staff	Support staff	Total
UAPP	\$ 167,224	\$ -	\$ 167,224
Long-term disability	7,847	16,366	24,213
Early retirement	389	21,245	21,634
SRP (defined contribution)	5,119	-	5,119
SRP (defined benefit)	4,623	-	4,623
Administrative/professional leave	2,477	-	2,477
General illness	1,340	-	1,340
	\$ 189,019	\$ 37,611	\$ 226,630

(a) Defined benefit plans accounted for on a defined benefit basis

Universities Academic Pension Plan (UAPP)

The UAPP is a multi-employer contributory joint defined benefit pension plan for academic staff members. An actuarial valuation of the UAPP was carried out as at December 31, 2010 and was then extrapolated to March 31, 2013, resulting in a UAPP deficit of \$1,149,175 (2012 - \$1,153,334) consisting of a pre-1992 deficit (\$766,644) and a post-1991 deficit (\$382,531). The university's portion of the UAPP deficit has been allocated based on its percentage of the plan's total employer contributions for the year.

The unfunded deficit for service prior to January 1, 1992 is financed by additional contributions of 1.25% (2012 - 1.25%) of salaries by the Government of Alberta. Employees and employers equally share the balance of the contributions of 2.34% (2012 - 2.34%) of salaries required to eliminate the unfunded deficit by December 31, 2043. The Government of Alberta's obligation for the future additional contributions is \$327,710 at March 31, 2013. The unfunded deficit for service after December 31, 1991 is financed by special payments of 5.54% (2012 - 5.09%) of pensionable earnings shared equally between employees and employers until December 31, 2023.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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10. Employee future benefit liabilities (cont'd)

(a) Defined benefit plans accounted for on a defined benefit basis (cont'd)

Long-term disability (LTD) and general illness

The university provides long-term disability and general illness defined benefits to its academic and support staff. The most recent actuarial valuation for these benefits was as at March 31, 2013. The long-term disability plans provide pension and non-pension benefits after employment, but before the employee's normal retirement date. The general illness plan provides similar benefits but for a maximum of 26 weeks (academic staff) or 120 days (support staff).

Early retirement

The early retirement benefits for support staff include bridge benefits and a retirement allowance. Bridge benefits allow eligible employees who retire early to continue participating in several staff benefit programs between the date of early retirement and the end of the month in which the employee turns 65. Benefits include group life insurance, employee family assistance program, supplementary health care and dental care. The support staff retirement allowance provides eligible employees (those with 20 years of pensionable service at retirement date) one week's base pay per full year of employment to a maximum 25 days pay. The early retirement benefit for academic staff was for bridge benefits and was terminated in 2004. Participants already receiving these benefits when the benefit was terminated will continue to receive bridge benefits under the original terms. An actuarial valuation of these benefits was carried out as at March 31, 2013.

Supplementary retirement plans (SRP)

The university provides non-contributory defined benefit supplementary retirement benefits to executive. An actuarial valuation of these benefits was carried out as at March 31, 2013.

Administrative/professional leave (leave)

The university provides for certain executive to accrue a paid leave at the end of their executive appointment. Upon completing their term of service, the individual's salary and benefits in effect at the end of the service are paid for the duration of the leave. An actuarial valuation of these benefits was carried out as at March 31, 2013.

The expense and financial position of these defined benefit plans are as follows:

	2013				2012			
	UAPP	LTD, GI ⁽¹⁾	Early retirement ⁽¹⁾	SRP, leave ⁽¹⁾	UAPP ⁽¹⁾	LTD, GI ⁽¹⁾	Early retirement ⁽¹⁾	SRP, leave ⁽¹⁾
Expense								
Current service cost	\$ 33,208	14,505	\$ 1,469	\$ 1,334	\$ 33,406	\$ 10,666	\$ 1,398	\$ 1,192
Interest cost	13,610	1,823	1,125	542	11,538	1,531	1,137	427
Amortization of actuarial (gains) losses	3,473	441	(135)	171	-	-	-	-
Total expense	\$ 50,291	\$ 16,769	\$ 2,459	\$ 2,047	\$ 44,944	\$ 12,197	\$ 2,535	\$ 1,619
Financial position								
Accrued benefit obligation								
Balance, beginning of year	\$ 763,083	\$ 27,166	\$ 20,877	\$ 9,174	708,155	25,553	21,634	7,100
Current service cost	33,208	14,505	1,469	1,334	33,406	10,666	1,398	1,192
Interest cost	50,644	1,823	1,125	542	47,164	1,531	1,137	427
Benefits paid	(34,317)	(13,258)	(1,408)	(77)	(31,917)	(12,556)	(1,456)	(77)
Actuarial (gains) losses	51,820	806	862	(874)	6,275	1,972	(1,836)	532
Balance, end of year	864,438	31,042	22,925	10,099	763,083	27,166	20,877	9,174
Plan assets	(660,361)	-	-	-	(561,736)	-	-	-
Plan deficit	204,077	31,042	22,925	10,099	201,347	27,166	20,877	9,174
Unamortized actuarial gains (losses)	(38,222)	(2,337)	839	513	(35,420)	(1,972)	1,836	(532)
Accrued benefit liability	\$ 165,855	\$ 28,705	\$ 23,764	\$ 10,612	\$ 165,927	\$ 25,194	\$ 22,713	\$ 8,642

⁽¹⁾ The university plans to use its working capital to finance these future obligations.

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10. Employee future benefit liabilities (cont'd)

(a) Defined benefit plans accounted for on a defined benefit basis (cont'd)

The significant actuarial assumptions used to measure the accrued benefit obligation are as follows:

	2013		2012	
	UAPP, SRP, leave %	LTD, GI, early retirement ⁽⁴⁾ %	UAPP, SRP, leave %	LTD, GI, early retirement ⁽⁴⁾ %
Accrued benefit obligation:				
Discount rate	5.2 - 6.2	5.2	5.1 to 6.5	4.2
Long-term average compensation increase ⁽¹⁾	2.0 - 3.5	3.0	3.0 to 3.5	3.0
Benefit cost:				
Discount rate	5.2 - 6.5	5.2	5.2 - 6.5	4.8
Long-term average compensation increase ⁽¹⁾	3.0 - 3.5	3.0	3.0 - 3.5	3.0
Alberta inflation (long-term) ⁽²⁾	2.25	2.5	2.25	2.5
Estimated average remaining service life ⁽³⁾	10.2 yrs	4 - 13 yrs	10.2 yrs	5 - 13 yrs

⁽¹⁾ Compensation increases are not applicable for long-term disability.

⁽²⁾ SRP lump-sum payments upon retirement are based on assumptions, including inflation, which are prescribed each month by the Canadian Institute of Actuaries.

⁽³⁾ SRP actuarial gains and losses are amortized over the remaining contract terms of the participants.

⁽⁴⁾ These same discount rates are used to measure the general illness obligation.

(b) Defined benefit plan accounted for on a defined contribution basis

Public Service Pension Plan (PSPP)

The PSPP is a multi-employer contributory defined benefit pension plan for support staff members. As the university does not have sufficient information to follow the accounting standards for defined benefit plans, it is accounted for on a defined contribution basis. The pension expense recorded in these consolidated financial statements is \$ 28,759 (2012 - \$25,070).

An actuarial valuation of the PSPP was carried out as at December 31, 2010 and was then extrapolated to December 31, 2012. At December 31, 2012, the PSPP reported an actuarial deficit of \$1,645,141 (2011 - \$1,790,383). For the year ended December 31, 2012 PSPP reported employer contributions of \$257,350 (2011 - \$227,616). For the 2012 calendar year, the university's employer contributions were \$27,473 (2011 calendar year - \$24,352). PSPP's deficit is being discharged through additional contributions from both employees and employers until 2026 (2011 - 2025). Other than the requirement to make increased contributions, the university does not bear any risk related to the PSPP deficit.

(c) Defined contribution plan

Supplementary retirement plan (SRP)

The university provides non-contributory defined contribution supplementary retirement benefits to eligible academic staff members. The expense recorded in these statements is \$ 2,793 (2012 - \$2,847).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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11. Debt

	Collateral	Maturity Date	Interest rate %	Amount outstanding		
				2013	2012	April 1 2011
Debentures payable to Alberta Capital Finance Authority						
Health Research Innovation Facility	1	June 2011	5.030	\$ -	\$ -	\$ 1,000
Enterprise Square	2	October 2011	4.162	-	-	1,301
Natural Resources Engineering Facility	2	June 2014	4.974	2,928	4,764	6,512
Energy Management Program, Year 1	3	September 2014	4.551	630	1,028	1,408
Energy Management Program, Year 2	3	March 2016	4.525	1,367	1,783	2,181
Natural Resources Engineering Facility	2	June 2017	5.056	4,096	4,888	5,641
Health Research Innovation Facility	3	June 2017	5.053	8,345	9,958	11,493
Extension Centre	3	October 2017	8.750	1,246	1,439	1,616
Energy Management Program, Year 3	3	December 2017	4.493	1,944	2,283	2,608
Energy Management Program, Year 4	3	March 2019	3.718	2,252	2,582	2,899
Steam Turbine Generator	2	May 2020	6.250	9,273	10,147	10,970
Newton Place	1	August 2024	6.000	10,477	11,063	11,616
Newton Place Renovation	1	August 2024	6.000	1,812	1,913	2,008
Energy Management Program, Year 5	3	December 2025	3.885	3,142	3,324	3,500
Energy Management Program, Year 6	3	September 2027	2.599	3,404	-	-
Lister Residence II	1	November 2027	5.875	16,415	17,088	17,723
Windsor Car Park	2	September 2028	6.000	5,455	5,655	5,844
Saville Centre	2	December 2028	5.875	3,585	3,718	3,844
East Campus Village	1	March 2029	4.960	7,310	7,603	7,883
Centennial Centre for Interdisciplinary Science Phase I	3	September 2029	5.353	7,936	8,229	8,508
Centennial Centre for Interdisciplinary Science Phase I	3	June 2030	4.518	-	-	1,867
Health Research Innovation Facility	3	June 2032	5.191	4,986	5,132	5,269
Killam Centre	3	September 2036	4.810	1,849	1,891	1,931
Enterprise Square	1	September 2036	4.627	37,977	38,857	39,697
East Campus Village - Graduate Housing	2	September 2040	4.886	24,015	24,423	24,812
Jubilee Carpark	2	December 2047	4.814	15,378	15,545	15,704
				\$ 175,822	\$ 183,313	\$ 197,835

1 - title to land, building; 2 - cash flows from facility ; 3 - none

Interest expense on debt recorded in these statements is \$ 10,303 (2012 - \$11,239).

Principal and interest repayments are as follows:

	Principal	Interest	Total
2014	\$ 11,661	\$ 8,726	\$ 20,387
2015	11,021	8,113	19,134
2016	10,321	7,559	17,880
2017	10,367	7,012	17,379
2018	9,354	6,532	15,886
Thereafter	123,098	59,687	182,785
	\$ 175,822	\$ 97,629	\$ 273,451

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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12. Deferred revenue

Deferred revenue is comprised of restricted grants and donations spent on capital acquisitions (not yet recognized as revenue), unspent externally restricted grants and donations, unearned tuition and other revenue.

2013					
	Restricted			Student tuition and other revenue	Total
	Research and special purpose	Capital	Total		
Balance, beginning of year	\$ 477,215	\$ 2,266,444	\$ 2,743,659	\$ 20,168	\$ 2,763,827
Net change for the year					
Grants, donations, tuition	533,227	17,750	550,977	289,353	840,330
Investment income	(14,214)	(1,033)	(15,247)	-	(15,247)
Unearned capital acquisition transfers	(44,991)	44,991	-	-	-
Debt - repayment	(42)	42	-	-	-
Recognized as revenue	(501,129)	(112,697)	(613,826)	(285,170)	(898,996)
Total net change for the year	(27,149)	(50,947)	(78,096)	4,183	(73,913)
Balance, end of year	\$ 450,066	\$ 2,215,497	\$ 2,665,563	\$ 24,351	\$ 2,689,914

2012					
	Restricted			Student tuition and other revenue	Total
	Research and special purpose	Capital	Total		
Balance, beginning of year	\$ 502,671	\$ 2,234,649	\$ 2,737,320	\$ 21,140	\$ 2,758,460
Net change for the year					
Grants, tuition, donations	494,664	39,362	534,026	267,655	801,681
Investment income	(82)	(1,266)	(1,348)	-	(1,348)
Unearned capital acquisition transfers	(97,923)	97,923	-	-	-
Debt - repayment	(40)	40	-	-	-
Recognized as revenue	(422,075)	(104,264)	(526,339)	(268,627)	(794,966)
Total net change for the year	(25,456)	31,795	6,339	(972)	5,367
Balance, end of year	\$ 477,215	\$ 2,266,444	\$ 2,743,659	\$ 20,168	\$ 2,763,827

Capital is comprised of \$2,093,782 (March 31, 2012 - \$2,096,037; April 1, 2011 - \$1,958,733) restricted grants and donations spent on capital acquisitions and \$121,715 (March 31, 2012 - \$170,407; April 1, 2011 - \$275,916) of unspent restricted grants and donations. The expended capital is deferred and will be recognized as revenue when the terms are met.

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13. Endowments

Endowments consist of externally restricted donations received by the university and internal allocations by the university's Board of Governors, the principal of which is required to be maintained intact in perpetuity.

Investment income earned on endowments must be used in accordance with the various purposes established by the donors or the Board of Governors. Benefactors as well as university policy stipulate that the economic value of the endowments must be protected by limiting the amount of income that may be expended and by reinvesting unexpended income.

Under the *Post-Secondary Learning Act*, the university has the authority to alter the terms and conditions of endowments to enable:

- Income earned by the endowments to be withheld from distribution to avoid fluctuations in the amounts distributed and generally to regulate the distribution of income earned by the endowment.
- Encroachment on the capital of the endowment to avoid fluctuations in the amounts distributed and generally to regulate the distribution of income earned by the endowment if, in the opinion of the Board of Governors, the encroachment benefits the university and does not impair the long-term value of the fund.

In any year, if the investment income earned on endowments is insufficient to fund the spending allocation, the spending allocation is funded from the cumulative capitalized income. However, for individual endowments without sufficient cumulative capitalized income, endowment principal is used in that year. This amount is expected to be recovered by future investment income.

	2013	2012
Balance, beginning of year	\$ 800,343	\$ 783,340
Endowment donations	30,096	26,622
Investment unrealized gains	57,517	257
Transfer from endowments	(8,095)	(9,876)
Balance, end of year	\$ 879,861	\$ 800,343
Cumulative donations	627,989	595,089
Cumulative capitalized income	251,872	205,254
	\$ 879,861	\$ 800,343

During 2013, \$10,899 of cumulative capitalized income was required to fund a portion of the approved 2013 endowment spending allocation (\$3,653) and a portion of the 2012 approved spending allocation (\$7,246).

In 2012, \$10,550 of cumulative capitalized income was required to fund a portion of the approved 2012 endowment spending allocation due to investment income shortfall. Per the terms of specific endowments, \$ 257 was capitalized.

The Board of Governors approved the permanent endowment of certain unrestricted amounts and transferred \$2,804 (2012 - \$674) from accumulated surplus to endowment net assets.

Endowment donations include capitalization of certain restricted amounts of \$423 (2012 - \$1,966).

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14. Accumulated surplus

	Accumulated deficit from operations	Investment in capital assets	Accumulated surplus
Balance as at April 1, 2011	\$ (83,238)	\$ 414,157	\$ 330,919
Operating surplus	11,799	-	11,799
Transfer from endowments	9,876	-	9,876
Acquisition of capital assets	(72,428)	72,428	-
Debt - repayment	(10,764)	10,764	-
Debt - new financing	2,800	(2,800)	-
Net book value of asset disposals	492	(492)	-
Amortization of capital assets	54,343	(54,343)	-
Balance as at March 31, 2012	\$ (87,120)	\$ 439,714	\$ 352,594
Operating surplus	25,412	-	25,412
Transfer from endowments	8,095	-	8,095
Acquisition of capital assets	(69,600)	69,600	-
Debt - repayment	(9,290)	9,290	-
Debt - new financing	2,164	(2,164)	-
Net book value of asset disposals	793	(793)	-
Amortization of capital assets	53,414	(53,414)	-
Balance as at March 31, 2013	\$ (76,132)	\$ 462,233	\$ 386,101

15. Contingent liabilities

- (a) The university is a defendant in a number of legal proceedings arising in the normal course of business. While the ultimate outcome and liability of these proceedings cannot be reasonably estimated at this time, the university believes that any settlement will not have a material adverse effect on the financial position or the results of operations of the university. Management has concluded that none of the claims meet the criteria for recording a liability.
- (b) The university has identified a potential liability related to the existence of asbestos in a number of its facilities. Although not a current health hazard, upon renovation or demolition of these facilities, the university may be required to take appropriate remediation procedures to remove the asbestos. As the university has no legal obligation to remove the asbestos in these facilities as long as the asbestos is contained and does not pose a public health risk, the fair value of the obligation cannot be reasonably estimated due to the indeterminate timing and scope of the removal. The asset retirement obligations for these assets will be recorded in the period in which there is certainty that the renovation or demolition project will proceed and there is sufficient information to estimate fair value of the obligation.

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16. Contractual obligations

- (a) The university has contractual obligations that will result in liabilities in the future when the terms of the contracts are met. The estimated aggregate amount payable for the unexpired terms of these contractual obligations are as follows:

	Service contracts	Capital projects	Long-term leases	Total
2014	\$ 69,994	\$ 171,622	\$ 5,781	\$ 247,397
2015	42,598	46,081	4,641	93,320
2016	32,879	960	4,077	37,916
2017	17,524	-	3,498	21,022
2018	7,532	-	1,830	9,362
Thereafter	48	-	5,905	5,953
	\$ 170,575	\$ 218,663	\$ 25,732	\$ 414,970

The significant service contracts are as follows:

- In order to manage its exposure to the volatility in the electrical industry, the university has entered into contracts to fix a portion of its electrical cost at an average of \$72.99 (2012 - \$73.33) per megawatt hour. The six contracts (2012 - six contracts) with expenditures totaling \$97,889 (2012 - \$120,924) expire over the next five years.
 - Effective November 1, 2010, the university entered into an agreement with an external party for dining and catering services. The agreement has three years remaining with a total estimated cost of \$ 25,800 (2012 - \$35,800).
 - Effective July 1, 2010, the university entered into agreements with two external parties for information technology support. The agreement for infrastructure management services has two years remaining with a cost of \$5,392 (2012 - \$7,735). The agreement for application management services has three months remaining with a cost of \$476 (2012 - \$2,431). The university is currently negotiating a two year extension for application management services.
 - Effective August 1, 2011, the university entered into an agreement with an external party for custodial services. The agreement has one year remaining with a cost of \$ 8,000 (2012 - \$14,000).
- (b) The university is one of 58 members of CURIE, the Canadian Universities Reciprocal Insurance Exchange, a self-insurance reciprocal established to share the insurable property, liability, and errors and omissions risks of member universities. The projected cost of claims against the exchange is based on actuarial projections and is funded through members' premiums. As at December 31, 2012 CURIE had a surplus of \$60,500 (2011 - \$48,586). This surplus is an accumulation of five different underwriting periods. The university participates in four of the underwriting periods, which have an accumulated surplus of \$60,500 (2012 - \$44,984) of which the university's pro rata share is approximately 7.02% (2012 - 6.90%). This surplus is not recorded in the consolidated financial statements.
- (c) The university has invested in a partnership agreement with iNovia Investment Fund II-B, Limited Partnership, which invests in the technology, energy, life sciences and applied sciences sectors. The partnership will continue until April 17, 2017, extendable for up to three additional years. The university subscribed to five million partnership units at a price of \$1.00 per unit of which the university has purchased 4.125 million units. The remaining commitment of \$875 (2012 - \$1,750) is due at such times and in such amounts as the General Partner may determine.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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17. Expense by function

The university uses the following categories of functions on its statement of operations:

Instruction and non-sponsored research

Expenses relating to support for the academic functions of the university both directly and indirectly. This function includes expenses incurred by faculties for their scholarly and non-sponsored research activities and by institutional wide administrative services.

Sponsored research

Expenses for all sponsored research activities specifically funded by restricted grants and donations.

Facility operations and maintenance

Expenses relating to maintenance and renewal of facilities that house the teaching, research and administrative activities within the university. These include utilities, facilities administration, building maintenance, custodial services, landscaping and grounds keeping, as well as major repairs and renovations.

Special purposes

Expenses for the Faculty of Medicine Academic Alternate Relationship Plans, scholarships and bursaries and other programs involving teaching and community service specifically funded by restricted grants and donations.

Ancillary enterprises

Expenses relating to the university's business enterprises that provide services and products to the university community and to external individuals and organizations.

18. Expense by object

	2013 Budget	2013	2012
Salaries	\$ 838,527	\$ 873,406	\$ 838,600
Employee benefits	170,448	174,377	159,129
Materials, supplies and services	320,886	278,738	315,041
Scholarships and bursaries	92,772	92,323	90,183
Maintenance and repairs	70,881	74,239	78,118
Utilities	51,214	42,917	39,184
Amortization of capital assets	174,085	166,387	158,881
	\$ 1,718,813	\$ 1,702,387	\$ 1,679,136

19. Budget

The university's 2012-13 budget was approved by the Board of Governors and was presented to the Minister of Enterprise and Advanced Education as part of the university's submission of its 2012-13 Comprehensive Institutional Plan.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEARS ENDED MARCH 31
(thousands of dollars)

20. Government of Alberta grants

	2013	2012
Enterprise and Advanced Education - Campus Alberta grant	\$ 604,157	\$ 565,647
Enterprise and Advanced Education - other grants	112,685	172,385
Alberta Health and Wellness	69,100	69,392
Alberta Health Services	9,875	10,848
Other departments and agencies	13,709	23,192
Total grants received	809,526	841,464
Restricted expended capital recognized as revenue	94,033	93,898
Deferred revenue	4,247	(55,739)
	\$ 907,806	\$ 879,623

The net amount payable is \$409 (2012 - \$3,257).

The university has debt with Alberta Capital Finance Authority as disclosed in note 11.

21. Salary and employee benefits

Treasury Board Directive 12-98 under the *Financial Administration Act* of the Province of Alberta requires the disclosure of certain salary and employee benefits information.

	2013				Total
	Base salary ⁽⁴⁾	Non-cash benefits ⁽⁵⁾	Non-cash benefits (SRP) ⁽⁶⁾	Non-cash benefits (leave) ⁽⁷⁾	
Governance⁽¹⁾					
Board of Governors	\$ -	\$ -	\$ -	\$ -	\$ -
Executive					
President	529	64	437	142	1,172
Provost and Vice-President Academic ⁽²⁾	430	36	58	-	524
Vice-President Research	483	96	117	133	829
Vice-President Facilities and Operations	465	43	167	129	804
Vice-President Finance and Administration	460	32	215	117	824
Vice-President University Relations	361	47	95	-	503
Vice-President Advancement ⁽³⁾	360	42	53	-	455
2012					
	Base salary ⁽⁴⁾	Non-cash benefits ⁽⁵⁾	Non-cash benefits (SRP) ⁽⁶⁾	Non-cash benefits (leave) ⁽⁷⁾	Total
Governance⁽¹⁾					
Board of Governors	\$ -	\$ -	\$ -	\$ -	\$ -
Executive					
President	512	64	321	132	1,029
Provost and Vice-President Academic ⁽²⁾	499	37	165	-	701
Vice-President Research	461	98	109	122	790
Vice-President Facilities and Operations	443	49	122	140	754
Vice-President Finance and Administration	450	31	116	148	745
Vice-President University Relations	355	45	73	-	473
Vice-President Advancement ⁽³⁾	309	40	36	-	385

(1) The Chair and Members of the Board of Governors receive no remuneration for participation on the Board.

(2) The incumbent Provost and Vice-President Academic applied for, and has had approved, a one-year administrative leave commencing July 1, 2012 (extended to two years in February 2013). The acting Provost does not participate in executive benefit programs. The 2013 salary and benefits includes the incumbent Provost's information for three months and the acting Provost's information for nine months.

(3) The position title was changed July 1, 2012 (formerly Chief Advancement Officer).

(4) Base salary includes pensionable base pay and an administrative honorarium for the Provost and Vice-President Academic (both the incumbent and the acting). Certain base salary amounts also include a reduction for the optional personal leave program (days off without pay).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEARS ENDED MARCH 31
(thousands of dollars)

21. Salary and employee benefits (cont'd)

- (5) Non-cash benefits include the university's share of all employee benefits and contributions or payments made on behalf of employees including pension, group life insurance, employee and family assistance program, critical illness, supplementary health care, short and long-term disability plans and dental plan. Benefits for some of the executive also include car allowance, parking, supplemental life insurance, forgivable housing loans, club dues, and child care. Additional non-cash benefits for the President include expenses related to the personal use portion of the residence which the President rents from the university.
- (6) Under the terms of the SRP, the executive may receive supplementary retirement payments. Retirement arrangement costs as detailed below are not cash payments in the period but are period expenses for the rights to future compensation. Costs shown reflect the total estimated cost to provide supplementary retirement benefits. The SRP provides future benefits to participants based on years of service and earnings. The cost of these benefits is actuarially determined using the projected benefit method pro-rated on service, a market interest rate, and other assumptions included in the Canadian Institute of Actuaries' lump-sum commuted value standard. Net actuarial gains and losses of the benefit obligations are amortized over the remaining terms of the participants' contracts. Current service cost is the actuarial present value of the benefits earned in the current year.

The current service cost and accrued obligation for each executive under the SRP is as follows:

	Years of eligible University of Alberta service	2012		2013		
		Accrued obligation	Service costs	Interest and other costs ^(6b)	Actuarial loss	Accrued obligation ^(6c)
President	7.8	\$ 1,848	\$ 274	\$ 163	\$ (127)	\$ 2,158
Provost and Vice-President Academic ^(6a)	9.8	1,163	133	101	11	1,408
Vice-President Research	5.8	472	75	42	(163)	426
Vice-President Facilities and Operations	9.0	771	100	67	(253)	685
Vice-President Finance and Administration	9.3	737	148	67	(245)	707
Vice-President University Relations	2.7	139	80	15	4	238
Vice-President Advancement	2.6	72	44	8	44	168

- (6a) The incumbent Provost and Vice-President Academic continues to accrue pensionable service during the administrative leave period noted in (2) above.
- (6b) Includes additional costs with respect to plan amendments for the Vice-President Facilities and Operations and the Vice-President Finance and Administration.
- (6c) The significant actuarial assumptions used to measure the accrued benefit obligation are disclosed in note 10.
- (7) The university provides certain executive with a paid leave at the end of their executive appointment, and these leaves are recorded in the consolidated financial statements (refer to table below). For other executive, the leave program is contained in the relevant collective bargaining agreement and must be applied for; therefore an amount is not recorded in the consolidated financial statements.

Leave costs as detailed below are not cash payments in the period but are period expenses for the rights to future compensation. Costs shown reflect the total estimated cost to provide leave benefits. The cost of these benefits is actuarially determined using the projected benefit method pro-rated on service, a market interest rate, and other assumptions included in the Canadian Institute of Actuaries' lump-sum commuted value standard. Net actuarial gains and losses of the benefit obligations are amortized over the remaining terms of the participants' contracts. Current service cost is the actuarial present value of the benefits earned in the current year.

The current service cost and accrued obligation related to the leave for each participating executive is as follows:

	Years of eligible University of Alberta service	2012		2013		
		Accrued obligation	Service costs	Interest and other costs	Actuarial gains	Accrued obligation ^(7a)
President	7.8	\$ 693	\$ 103	\$ 39	\$ (41)	\$ 794
Vice-President Research	5.8	475	105	28	(79)	529
Vice-President Facilities and Operations	10.2	872	71	46	(88)	901
Vice-President Finance and Administration	10.9	948	79	50	(122)	955

- (7a) The significant actuarial assumptions used to measure the accrued benefit obligation are disclosed in note 10.

22. Approval of financial statements

The consolidated financial statements were approved by the Board of Governors.

UNIVERSITY OF ALBERTA
SCHEDULE 1 - TRANSITION TO PUBLIC SECTOR ACCOUNTING STANDARDS
(thousands of dollars)

a) Reconciliation of April 1, 2011 consolidated statement of financial position

	April 1, 2011										April 1, 2011
	GAAP	Capital assets	Employee future benefits	Cash and cash equivalents	Derivatives	Investment in capital assets	Deferred revenue	Total Adjustments			PSAS
		Collections	Past service costs	ST Investment							
				Maturity							
ASSETS											
Cash and cash equivalents	(1) \$ 122,800	\$ -	\$ -	\$ (116,682)	\$ -	\$ -	\$ -	\$ (116,682)			\$ 6,118
Investments	(1) 1,632,822	-	-	116,682	-	-	-	116,682			1,749,504
Accounts receivable	(2) 177,119	-	-	-	9,900	-	-	9,900			187,019
Inventories and prepaid expenses	-	-	-	-	-	-	-	-			21,125
Capital assets	(3) 2,670,255	(101,574)	-	-	-	-	-	(101,574)			2,568,681
	\$ 4,624,121	\$ (101,574)	\$ -	\$ -	\$ 9,900	\$ -	\$ -	\$ (91,674)			\$ 4,532,447
LIABILITIES											
Accounts payable and accrued liabilities	(2) \$ 225,363	\$ -	\$ -	\$ -	\$ 9,900	\$ -	\$ -	\$ 9,900			\$ 235,263
Employee future benefit liabilities	(4) 146,929	-	79,701	-	-	-	-	79,701			226,630
Debt	197,835	-	-	-	-	-	-	-			197,835
Deferred revenue	(5) 21,140	-	-	-	-	-	2,737,320	2,737,320			2,758,460
Deferred contributions, research and capital	(5) 778,587	-	-	-	-	-	(778,587)	(778,587)			-
Unamortized deferred capital contributions	(5) 1,964,182	-	-	-	-	(5,449)	(1,964,182)	(1,964,182)			-
	3,334,036	-	79,701	-	9,900	(5,449)	-	84,152			3,418,188
NET ASSETS											
Endowments	783,340	-	-	-	-	-	-	-			783,340
Investment in capital assets	(6) 510,283	(101,574)	-	-	-	-	-	(96,125)			414,157
Accumulated surplus	(7) (3,538)	-	(79,701)	-	5,449	-	-	(79,701)			(83,238)
	1,290,085	(101,574)	(79,701)	-	5,449	-	-	(175,826)			1,114,259
	\$ 4,624,121	\$ (101,574)	\$ -	\$ -	\$ 9,900	\$ -	\$ -	\$ (91,674)			\$ 4,532,447

(1) Reclassify short-term investments from cash and cash equivalents to investments. Only securities with a maturity of 90 days or less at date of acquisition are recorded as cash (PS 1201).

(2) To record the gross payable and receivable amounts for derivatives held by the university.

(3) Remove permanent collections from capital assets (PS 3150).

(4) To record unamortized gains (losses) for employee future benefit liabilities. (UAPP - (\$84,875); LTD - \$3,502.; Early retirement - \$2,446)

and change in discount rate (LTD - \$317; Early retirement - \$754; SRP - (\$460); Administrative/professional leave - (\$1340))(PS 3250 and PS 2125).

(5) Reclassify Deferred contributions, research and capital and Unamortized deferred capital contributions into one deferred revenue line (UDCC - \$1,964,182; Deferred contributions \$778,587); reclassify restricted capital donation to accumulated surplus (\$5,449).

(6) Remove collections from investment in capital assets.

(7) Close investment in capital assets to accumulated surplus. Adjustments in employee future benefit liabilities direct to accumulated surplus.

SCHEDULE 1 - TRANSITION TO PUBLIC SECTOR ACCOUNTING STANDARDS (Cont't)
(thousands of dollars)

b) Reconciliation of March 31, 2012 consolidated statement of financial position

	March 31, 2012										March 31, 2012	
	GAAP	Capital assets		Employee future benefits	Cash and cash equivalents		Derivatives	Investment in capital assets	Deferred revenue	Total Adjustments	PSAS	Total Adjustments
		GAAP	Collections		ST Investment	Maturity						
ASSETS												
Cash and cash equivalents	(1) \$ 119,652	\$ -	\$ -	\$ -	\$ (98,727)	\$ -	\$ -	\$ -	\$ -	\$ (98,727)	\$ 20,925	
Investments	(1) 1,533,771	-	-	-	98,727	-	-	-	-	98,727	1,632,498	
Accounts receivable	(2) 156,590	-	-	-	-	7,267	-	-	-	7,267	163,857	
Inventories and prepaid expenses	-	13,273	-	-	-	-	-	-	-	-	13,273	
Capital assets	(3) 2,822,274	(102,708)	-	-	-	-	-	-	-	(102,708)	2,719,566	
	\$ 4,645,560	\$ (102,708)	\$ -	\$ -	\$ 7,267	\$ -	\$ -	\$ -	\$ -	\$ (95,441)	\$ 4,550,119	
LIABILITIES												
Accounts payable and accrued liabilities	(2) \$ 212,332	\$ -	\$ -	\$ -	\$ -	\$ 7,267	\$ -	\$ -	\$ -	\$ 7,267	\$ 219,599	
Employee future benefit liabilities	(4) 158,935	-	-	71,508	-	-	-	-	-	-	230,443	
Debt	183,313	-	-	-	-	-	-	-	-	71,508	183,313	
Deferred revenue	(5) 20,168	-	-	-	-	-	(276)	2,743,935	-	2,743,659	2,763,827	
Deferred contributions, research and capital	(5) 647,622	-	-	-	-	-	-	(647,622)	-	(647,622)	-	
Unamortized deferred capital contributions	(5) 2,101,486	-	-	-	-	-	(5,173)	(2,096,313)	-	(2,101,486)	-	
	3,323,856	-	-	71,508	-	7,267	(5,449)	-	-	73,326	3,397,182	
NET ASSETS												
Endowments	800,343	-	-	-	-	-	-	-	-	-	800,343	
Investment in capital assets	(6) 536,973	(102,708)	-	-	-	-	5,449	-	-	(97,259)	439,714	
Accumulated surplus	(7) (15,612)	-	-	(71,508)	-	-	-	-	-	(71,508)	(87,120)	
	1,321,704	(102,708)	-	(71,508)	-	-	5,449	-	-	(168,767)	1,152,937	
	\$ 4,645,560	\$ (102,708)	\$ -	\$ -	\$ 7,267	\$ -	\$ -	\$ -	\$ -	\$ (95,441)	\$ 4,550,119	

- (1) Reclassify short-term investments from cash and cash equivalents to investments. Only securities with a maturity of 90 days or less at date of acquisition are recorded as cash (PS 1201).
- (2) To record the gross payable and receivable amounts for derivatives held by the university.
- (3) Remove permanent collections from capital assets (PS 3150).
- (4) To record unamortized gains (losses) for employee future benefit liabilities. PS 3250 PS 2125 (UAPP - (\$76,555); LTD - \$2,886; Early retirement - \$2,285) and change in discount rate (LTD - \$328; Early retirement - \$910; SRP - (\$401); Administrative/professional leave - (\$54); General illness - (\$937)) (PS 3250 and PS 2125).
- (5) Reclassify Deferred contributions, research and capital and Unamortized deferred capital contributions into one deferred revenue line (UDCC - \$2,101,486; Deferred contributions \$647,622); reclassify restricted capital donation to accumulated surplus (\$5,449).
- (6) Remove collections from investment in capital assets.
- (7) Close investment in capital assets to accumulated surplus. Adjustments in employee future benefit liabilities direct to accumulated surplus.

SCHEDULE 1 - TRANSITION TO PUBLIC SECTOR ACCOUNTING STANDARDS (Con't)
(thousands of dollars)

c) Reconciliation of the March 31, 2012 consolidated statement of operations

	March 31, 2012		March 31, 2012		March 31, 2012		March 31, 2012		March 31, 2012		March 31, 2012	
	GAAP	Employee future benefits	Foreign exchange	Investment in capital assets	Investment in capital assets	Amortization of deferred capital contribution	Adjustments	Total Adjustments	PSAS			
		Past service costs	Presentation	Collections	Presentation	Presentation						
REVENUE												
Government of Alberta grants	(1) \$ 785,725	\$ -	\$ -	-	\$ -	\$ 93,898	\$ 93,898	\$ 93,898	\$ 879,623			
Federal and other government grants	(1) 185,652	-	-	-	-	4,182	4,182	4,182	189,834			
Student tuition and fees	289,355	-	-	-	-	-	-	-	269,355			
Sales of services and products	200,875	-	-	-	-	-	-	-	200,875			
Donations and other grants	(1) 101,152	-	-	666	276	6,184	7,126	7,126	108,278			
Investment income	(2) 42,067	-	903	-	-	-	903	903	42,970			
Amortization of deferred capital contributions	(1) 104,540	-	-	-	(276)	(104,264)	(104,540)	(104,540)	-			
	\$ 1,689,366	\$ -	\$ 903	\$ 666	\$ -	\$ -	\$ 1,569	\$ 1,569	\$ 1,690,935			
EXPENSE												
Instruction and non-sponsored research	(3) \$ 962,381	\$ (8,193)	\$ 903	\$ 467	\$ -	\$ -	\$ (6,823)	\$ (6,823)	\$ 955,558			
Sponsored research	398,829	-	-	-	-	-	-	-	398,829			
Facilities operation and maintenance	119,697	-	-	-	-	-	-	-	119,697			
Special purposes	(4) 104,133	-	-	667	-	-	667	667	104,800			
Ancillary services	100,252	-	-	-	-	-	-	-	100,252			
	1,685,292	(8,193)	903	1,134	-	-	(6,156)	(6,156)	1,679,136			
Operating surplus	4,074	8,193	-	(468)	-	-	7,725	7,725	11,799			
Transfer from endowments	9,876	-	-	-	-	-	-	-	9,876			
Change in operating surplus	13,950	8,193	-	(468)	-	-	7,725	7,725	21,675			
Change in investment in capital assets	(26,024)	-	-	468	25,556	-	26,024	26,024	-			
Change in accumulated surplus	(12,074)	8,193	-	-	25,556	-	33,749	33,749	21,675			
Accumulated surplus, beginning of year	(3,538)	(8,130)	-	-	342,587	-	334,457	334,457	330,919			
Accumulated surplus, end of year	\$ (15,612)	\$ 63	\$ -	\$ -	\$ 368,143	\$ -	\$ 368,206	\$ 368,206	\$ 352,594			

- (1) Permanent collections expensed (previously capitalized); allocation of amortization of deferred capital contributions to Government of Alberta grants, Federal and other government grants and donations; reclassify amortization of deferred capital contributions on restricted capital donation.
- (2) Reclassify foreign exchange losses to expense.
- (3) Employee future benefits gains (losses), foreign exchange losses, permanent collections expensed.
- (4) Permanent collections expensed.
- (5) Change in investment in capital assets now part of accumulated surplus.
- (6) Employee future benefits, investment in capital assets.

SCHEDULE 1 - TRANSITION TO PUBLIC SECTOR ACCOUNTING STANDARDS (Con't)
(thousands of dollars)

c) Reconciliation of the March 31, 2012 expense by object

	March 31, 2012		March 31, 2012		March 31, 2012	
	GAAP	Employee future benefits	Foreign exchange	Investment in capital assets	Total Adjustments	PSAS
		Past service costs	Presentation	Collections adjustment		
EXPENSE						
Salaries	\$ 838,600	\$ -	\$ -	\$ -	\$ -	838,600
Employee benefits	167,322	(8,193)	-	-	(8,193)	159,129
Materials, supplies and services	313,004	-	903	1,134	2,037	315,041
Scholarships and bursaries	90,183	-	-	-	-	90,183
Maintenance and repairs	78,118	-	-	-	-	78,118
Utilities	39,184	-	-	-	-	39,184
Amortization of capital assets	158,881	-	-	-	-	158,881
	\$ 1,685,292	\$ (8,193)	\$ 903	\$ 1,134	\$ (6,156)	\$ 1,679,136



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OUTLINE OF ISSUE

Agenda Title: **Board Committee Appointments**

Motion: THAT the Board of Governors, on the recommendation of the Board Chair, Mr Douglas Goss, approve the appointments and reappointments to the Board and other Committees as set forth in Attachment 1 to the agenda documentation.

Item

Action Requested	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Recommendation <input type="checkbox"/> Discussion/Advice <input type="checkbox"/> Information
Proposed by	Mr Douglas Goss, Chair, Board of Governors
Presenter	Douglas Goss, Board Chair; Marion Haggarty-France, University Secretary
Subject	Appointments to Board Committees

Details

Responsibility	Chair of the Board of Governors
The Purpose of the Proposal is (please be specific)	To consider the annual appointment roster to the Board Committees.
The Impact of the Proposal is	To ensure that the newly-appointed Board members have been appointed to the Committees and the at the Committees' membership reflects the appropriate Terms of Reference.
Replaces/Revises (eg, policies, resolutions)	Replaces the current 2012-2013 Committee Membership List approved at the May 10, 2013 Board meeting.
Timeline/Implementation Date	Effective upon approval.
Estimated Cost	n/a
Sources of Funding	n/a
Notes	The Board of Governors annually reviews the recommendations of the Board Chair for appointments to the Board Standing Committees. Given the end of terms for two public members occurred last August, another's term ended in June, and the Board has not yet received the appointment of their successors, the committee appointments will be reviewed again once the Board complement is confirmed.

Alignment/Compliance

Alignment with Guiding Documents	Dare to Discover, Comprehensive Institutional Plan
Compliance with Legislation, Policy and/or Procedure Relevant to the Proposal (please quote legislation and include identifying section numbers)	<p><u>The Board's General Terms of Reference for Board Standing Committees, Sections 3 and 4 state:</u></p> <p>3. <i>A member of a Committee shall be appointed by the Board for a term commencing on a date selected by the Board and expiring on the earliest of:</i></p> <ul style="list-style-type: none"> (i) <i>the effective date of the resignation of that member from the Board;</i> (ii) <i>the effective date of the resignation of that member from that Committee;</i> (iii) <i>a date selected by the Board;</i> (iv) <i>the expiry date of the term of the appointment of a non-Board member to the Committee; and</i> (v) <i>the effective date of a general appointment of all members to that committee (ordinarily the first Board meeting in June).</i>

Item No. 9.1

	<p><i>A member of a Committee is eligible to be reappointed to that Committee.</i></p> <p>4. <i>There shall be members of each Committee who are Board members; non-Board members may be drawn from the University Senate and elsewhere within the University or from the community as the Board considers may be appropriate or as may be provided in the Committee's terms of reference. Where the terms of reference of a Committee provide for a number of members in excess of those specifically required to be represented on the Committee, additional members may, subject to the foregoing, be appointed from any constituency.</i></p>
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Routing (Include meeting dates)

Consultative Route (parties who have seen the proposal and in what capacity)	Board Chair (and consultation with Members of the Board of Governors)
Approval Route (Governance) (including meeting dates)	Board of Governors June 21, 2013
Final Approver	Board of Governors June 21, 2013

Attachments:

1. Proposed 2013-2014 Board of Governors Committee Membership (1 page) – for approval

Prepared by:

Doug Goss, Board Chair
And
Marion Haggarty-France, University Secretary

AUDIT COMMITTEE

Chair: Don Matthew
Vice-Chair: <vacant>
*Gordon Clanachan (November 22, 2015)
~~*Brian Hesje (June 30, 2013) <vacant>~~
Shenaz Jeraj
Ove Minsos
Robert Teskey
Dick Wilson

FINANCE & PROPERTY COMMITTEE

Chair: Dick Wilson
Vice-Chair: ~~Jim Hole <vacant>~~
Brent Epperson
Don Fleming
*Steven Le Poole (June 30, 2013 2016)
Christopher Pu
Wayne Renke
Petros Kusmu

HUMAN RESOURCES & COMPENSATION COMMITTEE

Chair: Robert Teskey
Vice-Chair: Shenaz Jeraj
Don Matthew
Dick Wilson

INVESTMENT COMMITTEE

Chair: *Bob Kamp (June 30, 2013 2014)
Vice-Chair: *Jim Drinkwater (June 30, 2014)
*Ken Bancroft (June 30, 2014)
*Barbara Belch (June 30, 2013 2016)
~~*John Butler (June 30, 2016)~~
*Dave Lawson (June 30, 2014)
*Allister McPherson (June 30, 2013 2015)
*Sandy McPherson (June 30, 2015)
Jerry Naqvi

LEARNING AND DISCOVERY COMMITTEE

Chair: Ove Minsos
Vice-Chair: Bernd Reuscher
Miodrag (Mike) Belosevic
Brent Epperson
Agnes Hoveland
Petros Kusmu
<vacant>

SAFETY, HEALTH & ENVIRONMENT COMMITTEE

Chair: ~~Jim Hole <vacant>~~
Vice-Chair: Ove Minsos
~~Kelly Baptista Wyatt (NASA designate) (June 30, 2013)~~
Simarjit (Monty) Bal (GSA designate) (June 30, 2014)
Brent Kelly
Christopher Pu
Wayne Renke
*Gordon Winkel (June 30, 2013 2016)
<vacant>

UNIVERSITY RELATIONS COMMITTEE

Chair: Agnes Hoveland
Vice-Chair: Don Fleming
Miodrag (Mike) Belosevic
*Ross Danyluk (June 30, 2014)
Brent Epperson
*Louise Hayes (June 30, 2013 2014)
Brent Kelly
Jerry Naqvi
Christopher Pu
Bernd Reuscher

BOARD REPRESENTATION ON UNIVERSITY COMMITTEES

Senate: Agnes Hoveland, Shenaz Jeraj

Edmonton Community Foundation Nominating Committee: Ove Minsos (effective to December 31, 2013)

Ex Officio Members on all Board Committees: Douglas Goss, Board Chair
Indira Samarasekera, President
Ralph Young, Chancellor

* Denotes External Member on a Board Committee

Original approved May 10, 2013

OUTLINE OF ISSUE

Agenda Title: **Board of Governors Adoption of Consent Agendas**

Motion: THAT the Board of Governors directs that the format of Agendas of the Board of Governors meetings and Agendas of the Board Standing Committee meetings be revised to include Consent Agendas.

Item

Action Requested	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Recommendation <input type="checkbox"/> Discussion/Advice <input type="checkbox"/> Information
Proposed by	Mr Douglas Goss, Chair, Board of Governors
Presenter	Douglas Goss, Board Chair;
Subject	Adoption of Consent Agendas

Details

Responsibility	Chair of the Board of Governors
The Purpose of the Proposal is (please be specific)	To consider adopting the Consent Agenda format for all Standing Committees of the Board and for the meetings of the Board of Governors
The Impact of the Proposal is	To manage routine/standard items more efficiently. The adoption of consent agenda format would allow the Board to devote more time and focus on items of strategic importance to the University. Many Canadian University Boards have adopted consent agendas, and it is becoming practice in industry.
Replaces/Revises (eg, policies, resolutions)	Replaces the current Board and Standing Committee agenda format.
Timeline/Implementation Date	September 2013.
Estimated Cost	
Sources of Funding	
Notes	<p>Members of the Board and Administration have suggested that the University of Alberta Board of Governors adopt the consent agenda format for its meetings and the meetings of its Standing Committees.</p> <p>Draft Board meeting agendas prepared in consent agenda format are appended.</p> <p>A consent agenda is a component of a meeting agenda that enables the Board to group routine items and resolutions under one umbrella. As the name implies, there is a general agreement on the procedure. Issues in this consent package do not need any discussion before a vote. Unless a Board member feels that an item should be discussed and requests the removal of that item, the entire package is voted on at once without any additional explanations or comments. Because no questions or comments on these items are allowed during the meeting, this procedure saves time.</p> <p>Routine, standard, non-controversial, and self-explanatory items are placed on the consent agenda. The following are some examples.</p> <ul style="list-style-type: none"> • Committee and previous board meeting minutes • Office and Constituent reports • Routine correspondence • Minor changes in a procedure • Routine revisions of a policy • Updating documents (Appointments to Standing Committees)

Item No. 9.2

	<p>At the beginning of the meeting, the chair asks members what items they wish to be removed from the consent agenda and discussed individually.</p> <p>If any member requests that an item be removed from the consent agenda, it must be removed. Members may request that an item be removed for any reason. They may wish, for example, to discuss the item, to query the item, or to register a vote against the item.</p> <p>Once it has been removed, the chair can decide whether to take up the matter immediately or place it on the regular meeting agenda.</p> <p>The chair states: "If there is no objection, these (or the remaining) items will be adopted." After pausing for any objections, the chair states "As there are no objections, these items are adopted." It is not necessary to ask for a show of hands. The Secretary records this action in the minutes.</p>
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Alignment/Compliance

Alignment with Guiding Documents	Dare to Discover, Comprehensive Institutional Plan
Compliance with Legislation, Policy and/or Procedure Relevant to the Proposal (please <u>quote</u> legislation and include identifying section numbers)	<p><u>Post-Secondary Learning Act</u></p> <p>Board of Governors Board of governors 16(1) The Lieutenant Governor in Council shall by order establish a board of governors for each university.</p> <p>Board Powers and Duties Natural person powers 59(1) A board has the capacity and, subject to this Act, the rights, powers and privileges of a natural person.</p>

Routing (Include meeting dates)

Consultative Route (parties who have seen the proposal and in what capacity)	Board Chair
Approval Route (Governance) (including meeting dates)	Board of Governors June 21, 2013
Final Approver	Board of Governors June 21, 2013

Attachments:

1. Sample Open Session Consent Agenda
2. Sample Closed Session Consent Agenda

Prepared by:

Doug Goss, Board Chair
And
Deborah Holloway Secretary

Friday, May 10, 2013
2-31 South Academic Building (SAB)
8:00 a.m. – 12:00 noon

OPENING SESSION

Presenter(s)

- | | | |
|------|--|--|
| 1. | <u>Chair's Session</u> | Douglas Goss |
| 1.1. | Call to Order and Confirmation of Quorum | |
| 1.2. | Conflict of Interest – Opportunity for Declaration related to Agenda (| |
| 1.3. | Approval of Open Session Agenda | |
| 1.4. | Chair's Remarks | |
| | <ul style="list-style-type: none"> • Presentation on Art & Design, Printmaking • Board Strategic Planning Retreat Debriefing and Next Steps | <p>Liz Ingram</p> <p>Douglas Goss</p> |
| 2. | <u>Consent Agenda</u> | |
| 2.1 | Approval of the Open Session Minutes of March 15, 2013 | Douglas Goss |
| 2.2 | Chancellor's Report | Ralph Young |
| 2.3 | Alumni Association | Don Fleming
Jim Hole |
| 2.4 | Students' Union | Petros Kusmu |
| 2.5 | Graduate Students' Association | Brent Epperson |
| 2.6 | Association of Academic Staff of the University of Alberta | Wayne Renke |
| 2.7 | Non-Academic Staff Association | Christopher Pu |
| 2.8 | General Faculties Council | Miodrag (Mike) Belosevic |
| 2.9 | Committee Appointments | Douglas Goss
Marion Haggarty-France |
| 2.10 | <u>Report of the Investment Committee</u> | Bob Kamp |
| | <ul style="list-style-type: none"> a) Implementation Plan of Revised Asset Allocation b) Terms of Reference c) University Funds Investment Policy d) Statement of Investment Principles and Beliefs e) UEP Implementation Guidelines f) Performance and portfolios for the quarter ending Dec 31, 2012 g) ABCP Update h) Verbal review of February 21st BIC meeting & further discussion of the implementation of the revised asset allocation | |
| 2.11 | <u>Report of the Audit Committee</u> | Don Matthew |
| | <ul style="list-style-type: none"> a) Update on Risk-Based Internal Audit Plan b) 2012-13 Insurance Program Annual Report c) 2013-14 Institutional Risk Summary d) TEC Edmonton Annual Report e) Pro forma Financial Statements | |

- f) Current Accounting and Financial Reporting Issues
- g) Management's Quarterly Compliance Certificate
- h) Management's Quarterly FOIPP Compliance Certificate
- i) Report on Significant Accounting Estimates – Risk of Material Misstatement
- j) Competitive Bid Exception Report
- k) Compliance with International Internal Audit Standards
- l) Report on External Audits

- 2.12 Report of the Finance and Property Committee Dick Wilson
- a) Devon Research Centre Strategic Capital Plan - Capital Expenditure Authorization Request (CEAR)
 - b) TEC Edmonton Annual Report
 - c) Capital Projects Planning Process 101
- 2.13 Report of the Human Resources and Compensation Committee Robert Teskey
- a) Trends in Benefits Presentation
 - b) Renaissance Committee Update
- 2.14 Report of the University Relations Committee Agnes Hoveland
- a) University Philanthropy and Advancement Update
 - b) University Relations Report
- 2.15 Board Chair and Board Member Activity Report Douglas Goss
- 2.16 Report of the President Indira Samarasekera

ACTION ITEMS (COMMENT: DEPENDING UPON THE DEGREE OF DISCUSSION REQUIRED, THE FOLLOWING ITEMS COULD BE CONSIDERED AS PART OF THE CONSENT AGENDA.)

3. Report of the Audit Committee Don Matthew
- 3.1 Fraud and Irregularity Reporting and Response Procedure Phyllis Clark
Mary Persson
4. Report of the Finance and Property Committee Dick Wilson
- 4.1 GSA Membership, Health and Dental Plan, and Graduate Student Assistance Program Fees Brent Epperson
- 4.2 University of Alberta Students' Union 2013-2014 Operating/Referendum Fees Petros Kusmu
5. Other Business Douglas Goss
6. Reminder of Board Events Douglas Goss
- Next meeting dates:
 - Monday, June 3, 2013 (Audited Financial Statements; 2013 Comprehensive Institutional Plan)
 - Friday, June 21, 2013
7. Conclusion of Open Session

CONFIDENTIAL INFORMATION

Friday, May 10, 2013
2-31 South Academic Building (SAB)
8:00 a.m. – 12:00 noon

OPENING SESSION

Presenter(s)

1. Chair's Session Douglas Goss
 - 1.1. Call to Order and Confirmation of Quorum
 - 1.2. Conflict of Interest – Opportunity for Declaration related to Agenda
 - 1.3. Approval of Closed Session Agenda
 - 1.4. Chair's Remarks

2. Consent Agenda
 - 2.1 Approval of the Closed Session Minutes of March 15, 2013 Douglas Goss
 - 2.2 Advancement Report O'Neil Outar
 - 2.3 Report of the Audit Committee Don Matthew
 - a) In Camera Session with External Auditor
 - b) In Camera Session with Senior Management
 - c) In Camera Session with Associate Vice-President (Audit and Analysis)
 - d) In Camera Session of Voting Members only
 - e) 2013 – 2014 Institutional Risk Summary
 - 2.4 Report of the Finance and Property Committee Dick Wilson
 - a) In Camera Session of Voting Members only
 - b) EDACC (Edmonton Downtown Academic and Cultural Centre) Update
 - c) Budget Update
 - 2.5 Report of the Human Resources and Compensation Committee Robert Teskey
 - a) Changes to the Universities Academic Pension Plan (UAPP)
 - b) Deans' Performance Management Process
 - c) Annual Review of Succession Plans for Senior Administration (Deans)
 - d) President's Annual Performance Appraisal Process
 - e) In Camera Session of Voting Members only
 - 2.6 Report of the University Relations Committee Agnes Hoveland
 - a) University Strategic Communication: Digital Strategy
 - b) In Camera Session of Voting Members only

OTHER REPORTS

- 3.1 Report of the President Indira Samarasekera

ACTION ITEMS

4. Report of the Human Resources and Compensation Committee Robert Teskey
 - 4.1 Graduate Students' Association (GSA) Negotiations Martin Ferguson-Pell
Jay Spark

5. Last Word Douglas Goss