

<b>SUBJECT</b>	<b>CAPITAL PROJECTS UPDATE</b>
<b>MEETING DATE</b>	<b>FEBRUARY 14, 2017</b>

Forwarded to the Board of Governors on the Recommendation of the President

**APPROVED FOR  
SUBMISSION**



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Santa J. Ono, President and Vice-Chancellor

**For Information**

<b>Report Date</b>	January 6, 2017
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- Presented By**
- Angela Redish, Provost & Vice-President Academic *pro tem*
  - Andrew Simpson, Vice-President Finance & Operations
  - Deborah Buszard, Deputy Vice-Chancellor, UBC Okanagan
  - Philip Steenkamp, Vice-President External Relations
  - Pam Ratner, Vice-Provost & AVP Enrolment & Academic Facilities
  - John Metras, Managing Director, Infrastructure Development
  - Jennifer Burns, Chief Information Officer
  - Peter Smailes, Treasurer
  - Michael White, Associate Vice-President, Campus + Community Planning
  - Aubrey Kelly, President & CEO, UBC Properties Trust

**EXECUTIVE SUMMARY**

At each meeting, the Board receives a status update on current capital projects and capital priorities in planning. This includes details on major capital building projects (>\$5 million) as well as a summary of routine capital renewal and renovation projects (<=\$5 million). Information on Infrastructure Impact Charge (IIC) projects and Information Technology (IT) projects is also included.

**Major Building Projects**

There are currently 9 major capital building projects in construction and another 3 projects in design. The total value of these 12 projects is \$378 million. Summary and detail information on these projects is provided in Attachments 1 and 2. Building projects completed since January 1, 2010 are included in Attachment 5 for reference.

Major building projects are generally proceeding on schedule and on budget. Challenges have been experienced with some projects. The following are key updates:

Ponderosa Commons – Phase 2 was fully completed in June 2016 with occupancy of the collegium and completion of the public realm. Phase 2 included 555 new student residence beds and Faculty of Education space completed in phases from September 2015 to March 2016. The overall Ponderosa Phase 1+2 project is now projected to come in approx. \$3.5 million under the approved budget.

Orchard Commons/Vantage College – The student residence towers and Vantage College space was completed for occupancy in September 2016 under a very tight schedule. Overtime costs to meet schedule, change order costs and costs associated with unanticipated construction issues pushed the project approx. \$3.8 million (3%) over the original budget. The overage will be addressed through a combination of client funding (\$1.75m) to address change order costs and Retained Risk funding (\$2.05m). The specific causes of the overage and lessons learned were reviewed with the Board at the December 2016 meetings.

Brock Commons Tallwood House Student Residence – The hybrid wood structure was completed with very little use of contingency. The project is expected to be ready for occupancy in June 2017, ahead of the original August 2017 completion target.

Quantum Matter Institute/AMPEL – Completion has now been extended from October 2016 to March 2017. Trade coordination issues caused the initial delay which has been exacerbated by recent winter weather and availability of trades. The project does not include classrooms or teaching labs, so the completion change does not impact class schedules.

Henry Angus Tower Seismic Upgrade – Unexpected issues with underground utilities delayed completion from September 2016 and resulted in an additional cost of \$450,000 for which an insurance recovery is being pursued. The majority of work was completed in November 2016 and occupants have moved back into the building. Landscaping and exterior painting work will be completed as soon as weather conditions allow.

As previously reported, the following projects require support from the Retained Risk Fund to cover increased costs due to unanticipated construction requirements and/or site issues:

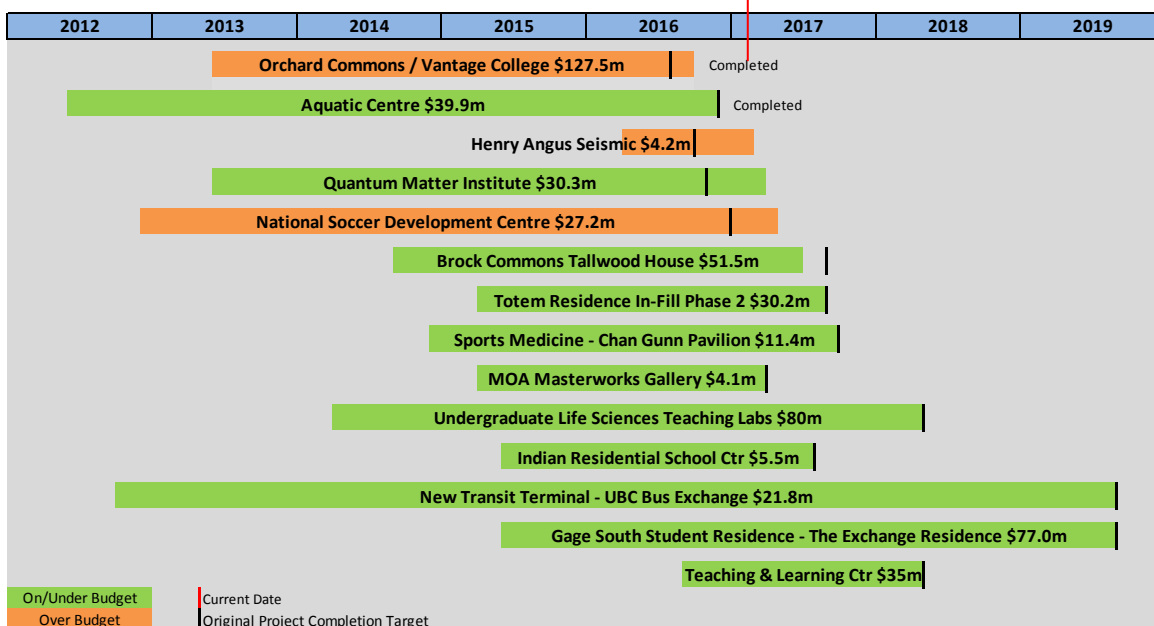
National Soccer Development Centre (NSDC) - \$1.4m to address storm water system upgrades and expanded utility relocation requirements.

Library Preservation Archive (PARC) - \$1.2m to address worse than expected geotechnical conditions which required significant removal of soil from the site and import of structural fill.

Engineering Student Centre - \$520k to address costs associated with delays incurred during installation of wood structure.

Factoring in the above deductions, including the \$2.05m requirement for Orchard Commons, and planned Retained Risks fees not yet collected for projects currently in design, the Retained Risk balance will be approximately \$6.3m by the end of fiscal 2016/17. This is in line with the target level for the Retained Risk Fund at approximately 1% of the value of active projects. Changes to the calculation of the Retained Risk fee are being made as part of a review and update of the Retained Risk Policy (UBC Policy #125). This will ensure that each project contributes a fair and adequate amount to the Retained Risk Fund.

Major Building Project Status



## Major IT Projects

The Student Academic Systems Initiative (SASI) is the top information technology priority. This major project has Board 2 approval and is currently in procurement. A listing of major IT projects in planning or development is provided in Attachment 3.

## Upcoming Board Approval Requests

Project Name	Feb 2017	Apr 2017	Jun 2017	Sep 2017
UBC Okanagan Teaching & Learning Centre	Board 2+3			
UBC Exchange (New Transit Bus Terminal)	Board 3			
Exchange Residence (at Gage South)	Board 3			
Copp Mixed-Use Faculty & Staff Rental Housing*		Board 1		
Human Resources/Finance IT System*		Board 1		
UBCO Skeena Residence*			Board 1	
UBCO Site 13 Residence Commons & Student Housing*			Board 1	

\*Subject to Executive 3 approval

## Routine Capital Projects

Routine capital includes cyclical maintenance, rehabilitation, upgrade and renovation projects associated with campus buildings and infrastructure. These projects are generally valued less than \$5m and are funded from a variety of internal sources - Building Operations, Energy & Water Services, Faculties/Departments, Student Housing & Hospitality Services, Athletics and Parking – as well as with a contribution from the Ministry of Advanced Education (AVED) for capital maintenance of core academic facilities.

AVED has advised UBC that increased Routine Capital funding will be provided over the next 3 fiscal years to address deferred maintenance backlog. The amounts are as follows:

- 2016/17: \$31.1m (confirmed)
- 2017/18: \$35.5m (planned)
- 2018/19: \$40.3m (planned)

AVED has specified that these funds be directed toward reduction of deferred maintenance in core academic facilities and that the overall package of projects in each year must be cost-shared between AVED and UBC on a 75%/25% basis. An overview of the planned program was provided in the 2016/17 Operating Budget.

Significant current routine capital projects outside the AVED-funded program include:

- 1) Fitness Facility Expansion (Old SUB and Student Recreation Centre) - \$4.8 million
  - Addresses significant shortage of fitness space; funded from Central operating budget
- 2) Stem Cell Biology Research Lab (Biomedical Research Centre) - \$4.39 million
  - Supports high profile faculty hire; funded from Central operating budget and Excellence Fund

### Infrastructure Impact Charge (IIC) Program

The IIC program includes utility, roads and public realm projects required to meet the needs of campus growth. Funding is provided through Infrastructure Impacts Charges on neighbourhood and ancillary development projects. A separate information report on the IIC program is provided annually to the Board.

### Capital Priorities in Planning

Attachment 4 shows proposed building projects currently in planning that have not yet been brought forward for Board approval. A prioritization review of major capital investments was last completed in May 2016 by the UBC Executive with assistance from the UBC Capital Planning Working Group.

#### INSTITUTIONAL STRATEGIC PRIORITIES SUPPORTED

✓ Learning

✓ Research

✓ Innovation

✓ Engagement  
(Internal / External)

✓ International

or ✓ Operational

#### DESCRIPTION & RATIONALE

The Capital Projects Update provides summary information on major capital building projects (>\$5 million), routine capital renewals and renovations, Infrastructure Impact Charge (IIC) projects and Information Technology (IT) projects.

Details provided on major building projects include schedule, budget, costs to date, confirmed funding sources, outstanding unfunded amounts, and debt financing requirements for each project. Also included is an estimate of the impact that each project has toward reducing the University's deferred maintenance backlog, either due to demolition of old facilities to make way for new construction or as result of major building renewal.

A separate section on Capital Priorities is included to show proposed projects currently in planning that have not yet been brought forward for Board 1 approval. These Capital Priorities have been determined through consultation with academic and operational stakeholders on both the Vancouver and Okanagan campuses. Final decisions on capital priorities are made by the UBC Executive.

Information on major building projects completed since 2010 is also provided.

#### BENEFITS

Learning,  
Research,  
Financial,  
Sustainability &  
Reputational

On-going capital investment in physical infrastructure and information technology provides direct support and significant benefit to UBC's core objectives of teaching, learning, research excellence, student experience and community engagement.

#### RISKS

Financial,  
Operational &  
Reputational

Capital projects are subject to cost, schedule and funding risks. These risks are managed through careful planning, on-going monitoring and use of contingency allowances in project budgets. UBC also has in place a Retained Risk Fund (RRF) for building projects >\$2.5 million. The RRF acts as an internal self-insurance fund to address unforeseen cost impacts that cannot otherwise be addressed through standard project contingencies. Each major capital project pays into the RRF and is eligible for support with approval from the Provost and Vice-President Finance & Operations as per the terms of Policy #125 – Retained Risk Fund for Major Capital Projects.

**COSTS** Cost details on current projects are provided in the Attachments.

**FINANCIAL** Funding and financing details on current projects are provided in the Attachments.

**SCHEDULE** Schedule details on current projects are provided in the Attachments.

**CONSULTATION** Major building projects at UBC are developed in consultation with campus stakeholders and are subject to Executive and Board approval processes as well as a review and approval process by Campus & Community Planning (C&CP) for issuance of a development permit (DP). The DP process involves review of the project schematic design by the Advisory Urban Design Panel (AUDP) and the Development Review Committee (DRC). A public open house is held for each DP application in order to engage with the campus community and solicit input on the proposed project.

Relevant Units,  
Internal &  
External  
Constituencies

UBC Capital Priorities are developed in accordance with the University's established **Capital Planning Principles**, as follows:

1. **Academic Consultation** - Capital infrastructure needs and priorities are identified through on-going consultation with academic stakeholders including Deans, Provost's Office, Deputy Vice Chancellor Office (Okanagan campus), VP Students Office, VP Research Office and unit heads.
2. **Funding Allocation** - UBC capital funding (exclusive of government funding, self-funding projects such as student housing, and donor funding) should be allocated among infrastructure categories according to the following target ratio: 70% academic, 20% student experience, 10% campus community. This is the best current estimate of the appropriate allocation to support learning and research priorities, meet student needs and provide necessary community infrastructure. The allocation model will be regularly reviewed.

Allocation of UBC capital funding for recent, current and planned projects is as follows:

	Academic	Student Experience	Campus Community
<i>Target allocation</i>	70%	20%	10%
Projects completed since January 1, 2010	77%	13%	10%
Current Projects in design or construction <sup>1</sup>	55%	15%	30%
Capital Priorities in planning	79%	15%	6%
<b>Total of all projects above</b>	<b>72%</b>	<b>14%</b>	<b>14%</b>

1 – Does not include UBC Life Building which is currently on hold.

3. **Operational Overlay** - Building Operations, Energy & Water Services and Risk Management are consulted to determine deferred maintenance, seismic and other operational priorities and opportunities for synergies.

4. **Fundraising and Financing Assessment** - The Development Office prepares donor fundraising assessments for specific projects and establishes fundraising goals with reasonable (though not guaranteed) probabilities of success based on known donor prospects. Treasury determines the available financing capacity for specific projects based on current and projected internal liquidity.
5. **Efficiency** - Stated infrastructure needs are assessed against accepted standards. The proposed Capital projects are those that provide the most effective and efficient use of land, building space and capital. Opportunities are sought to optimize and re-use existing infrastructure first before replacing or expanding. Academic priorities are synergized with infrastructure renewal/seismic priorities wherever possible.
6. **Flexibility** - Flexibility is allowed in the Capital Plan in order to respond to emerging priorities and funding opportunities. Funding opportunities and financing capacity are key factors in determining project timing.
7. **Integration** - The Capital Plan is developed through integration of academic needs, strategic priorities, infrastructure renewal and risk management requirements, target UBC funding allocation and alignment with government priorities. The Provost (Vancouver campus) and Deputy Vice Chancellor (Okanagan campus) make the final decisions on capital priorities to be presented for Executive and Board approval.
8. **Approval** - Capital priorities are reviewed and approved by the Executive, and then the Board of Governors, at least once per year. Mandatory approval is required in advance of submission of the UBC Five-Year Capital Plan to the Province in June each year.
9. **On-going Review** - Minor adjustments to the capital priorities can take place throughout the year in response to emerging issues. The Board receives an up to date list of capital priorities at every Board meeting.

**UBCPT COMMENTS**  
 Complete for all reports that include a property component

Date of Review:

NA

Signed off by:

**Previous Report Date**

December 6, 2016

**Decision**

For Information

**Action / Follow Up**

**Attachments:**

- 1) Capital Projects Update – Summary by Project Type and Board Approval Level
- 2) Major Capital Building Projects – Detailed Information
- 3) Information Technology (IT) Projects – Detailed Information
- 4) Capital Priorities in Planning
- 5) Capital Projects Completed since January 1, 2010

# Capital Projects Update - Summary by Project Type and Board Approval Level

As of November 30, 2016

Dollar figures are all in \$000's

Project Type/ Approval Level	GBA (s.f.) <sup>1</sup>	Project Budget (\$000's)	Projected Final	Costs to Date	Confirmed Funding Sources								Unfunded	% Unfunded	Reduction to Deferred Maintenance <sup>2</sup>	Financing			
					Prov Gov	Fed Gov	UBCV Central	UBCO Central	Land Dvpt Costs or Taxes	Self-Funded	Faculty or Unit Funded	Fundraising				UBC Central Debt	Self-Funded Debt	Faculty / Unit Debt	Total Debt
<b>Infrastructure Projects</b>																			
<i>Major Capital Buildings</i>																			
Board 1 - In design	228,602	\$93,250	\$93,250	\$1,014	\$10,616	\$14,564	\$54,000	\$0	\$0	\$0	\$4,250	\$9,820	\$0	0.00%	\$37,336	\$54,000	\$0	\$9,820	\$63,820
Board 2 - In design	290,000	\$98,723	\$98,723	\$6,036	\$8,840	\$0	\$0	\$0	\$12,910	\$76,973	\$0	\$0	\$0	0.00%	\$0	\$0	\$76,973	\$0	\$76,973
Board 3 - In construction	570,193	\$246,825	\$246,825	\$98,770	\$34,150	\$8,370	\$75,918	\$1,750	\$3,300	\$77,273	\$3,175	\$35,203	\$7,686	3.11%	\$42,374	\$35,800	\$114,773	\$4,600	\$155,173
Complete - Board 4 pending	1,730,952	\$675,850	\$679,888	\$668,675	\$29,922	\$19,919	\$129,586	\$0	\$40,500	\$356,529	\$23,318	\$69,117	\$10,998	1.62%	\$14,359	\$36,007	\$219,182	\$213,913	\$469,102
<b>Major Capital Building Projects</b>	<b>2,819,747</b>	<b>\$1,114,648</b>	<b>\$1,118,687</b>	<b>\$774,495</b>	<b>\$83,528</b>	<b>\$42,853</b>	<b>\$259,504</b>	<b>\$1,750</b>	<b>\$56,710</b>	<b>\$510,775</b>	<b>\$30,743</b>	<b>\$114,140</b>	<b>\$18,684</b>	<b>1.67%</b>	<b>\$94,069</b>	<b>\$125,807</b>	<b>\$410,928</b>	<b>\$228,333</b>	<b>\$765,068</b>
<i>Routine Capital Projects (&lt;\$5.0m)</i>																			
Building Operations		\$52,799	\$52,799	\$21,851	\$34,430	\$0	\$18,370	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	\$1,683	\$0	\$0	\$0	\$0
Energy & Water Services		\$2,493	\$2,493	\$1,220	\$0	\$0	\$2,493	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	\$0	\$0	\$0
Faculties/Departments		\$32,449	\$32,449	\$17,504	\$1,085	\$1,085	\$543	\$0	\$0	\$997	\$28,739	\$0	\$0	0.00%	\$0	\$0	\$0	\$0	\$0
Student Housing & Hospitality		\$18,400	\$23,000	\$14,600	\$0	\$0	\$0	\$0	\$0	\$23,000	\$0	\$0	\$0	0.00%	\$0	\$0	\$0	\$0	\$0
Parking Services		\$1,300	\$1,300	\$325	\$0	\$0	\$0	\$0	\$0	\$1,300	\$0	\$0	\$0	0.00%	\$1,300	\$0	\$0	\$0	\$0
Athletics		\$738	\$738	\$264	\$0	\$0	\$0	\$0	\$0	\$603	\$0	\$135	\$0	0.00%	\$0	\$0	\$0	\$0	\$0
UBC Okanagan		\$3,930	\$3,930	\$787	\$770	\$219	\$0	\$2,200	\$0	\$0	\$298	\$0	\$0	0.00%	\$1,551	\$0	\$0	\$0	\$0
<b>Routine Capital Building Projects<sup>3</sup></b>		<b>\$112,110</b>	<b>\$116,710</b>	<b>\$56,550</b>	<b>\$36,284</b>	<b>\$1,304</b>	<b>\$21,406</b>	<b>\$2,200</b>	<b>\$0</b>	<b>\$25,900</b>	<b>\$29,037</b>	<b>\$135</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$4,534</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Infrastructure Impact Charge (IIC) Projects<sup>4</sup></b>		<b>\$7,420</b>	<b>\$7,420</b>	<b>\$2,337</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,420</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$0</b>	<b>\$7,420</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,420</b>
<b>Subtotal - Infrastructure Projects</b>		<b>\$1,234,177</b>	<b>\$1,242,816</b>	<b>\$833,382</b>	<b>\$119,812</b>	<b>\$44,157</b>	<b>\$280,910</b>	<b>\$3,950</b>	<b>\$64,130</b>	<b>\$536,674</b>	<b>\$59,780</b>	<b>\$114,275</b>	<b>\$18,684</b>	<b>1.50%</b>	<b>\$98,603</b>	<b>\$133,227</b>	<b>\$410,928</b>	<b>\$228,333</b>	<b>\$772,488</b>
<b>Information Technology Projects</b>																			
<i>Major IT Projects (&gt;\$2.5m)</i>																			
		\$108,350	\$108,350	\$36,205	\$0	\$0	\$0	\$0	\$0	\$106,750	\$0	\$0	\$0	0.00%	\$0	\$0	\$0	\$0	\$1,900
<i>Routine IT Projects (&lt;\$2.5m)</i>																			
		\$18,427	\$19,311	\$9,153	\$664	\$0	\$1,100	\$1,078	\$0	\$0	\$15,988	\$0	\$481	2.49%	\$0	\$0	\$0	\$0	\$0
<b>Subtotal - IT Projects<sup>5</sup></b>		<b>\$126,777</b>	<b>\$127,661</b>	<b>\$45,358</b>	<b>\$664</b>	<b>\$0</b>	<b>\$1,100</b>	<b>\$1,078</b>	<b>\$0</b>	<b>\$106,750</b>	<b>\$15,988</b>	<b>\$0</b>	<b>\$481</b>	<b>0.38%</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,900</b>
<b>Grand Total</b>	<b>2,819,747</b>	<b>\$1,360,954</b>	<b>\$1,370,477</b>	<b>\$878,740</b>	<b>\$120,476</b>	<b>\$44,157</b>	<b>\$282,010</b>	<b>\$5,028</b>	<b>\$64,130</b>	<b>\$643,424</b>	<b>\$75,768</b>	<b>\$114,275</b>	<b>\$19,165</b>	<b>1.40%</b>	<b>\$98,603</b>	<b>\$133,227</b>	<b>\$410,928</b>	<b>\$228,333</b>	<b>\$774,388</b>

1 - Gross building area is the total floor area including the unrentable area in square feet.

2 - Current total deferred maintenance for Vancouver campus is \$1.38 billion per AVED facility condition database (including deferred maintenance associated with existing steam district energy system).

3 - Cyclical maintenance, rehabilitation, upgrade and renovation projects >\$50,000 and <=\$5 million underway or completed in current fiscal year. Includes projects funded by AVED, Building Operations, Energy & Water Services, Faculties/Departments, Student Housing & Hospitality Services (SHHS), Athletics and Parking.

4 - IIC funded utility, roads and public realm projects underway or completed in current fiscal year. A separate report on the overall IIC Plan is also provided annually to the Board.

5 - IT projects, major (>\$5m) and routine (>\$50,000 and <=\$5 million), currently in planning/design or completed in the fiscal year.

Major Capital Building Projects - Detailed Information

As of November 30, 2016  
Dollar figures are all in \$000's



Grey = Complete, Board 4 Pending  
Green = Board 3  
Yellow = Board 2  
Pink = Board 1

Dollar figures are all in \$000's

Attachment 2

Project Name	Schedule			Gross Building Area (SF) Final Approved	Capital Cost			Current Status/ Issues + Variances	Funding										Reduction to Deferred Maintenance	Financing				Funding/Financing Comments	
	Target Completion Final Approved	% Compl.	Actual Completion (Occupancy)		Budget Final Approved	Projected Final Cost	Costs to Date		Confirmed Funding Sources							Unfunded	% Unfunded	UBC Central Debt		Self-Funded	Faculty/ Unit Debt	Total Debt			
									Prov Gov	Fed Gov	UBCV Central	UBCO Central	Land Dvpt Cost or Taxes	Self-Funded	Faculty or Unit Funded	Fundraising									
<b>UBC-Vancouver</b>																									
Ponderosa Commons (Phase 1)	SEP-13	100%	SEP-13 to NOV-13	298,731	\$87,655	\$87,155	\$87,155	Complete and occupied. Project is under budget by \$500k.	\$203	\$203	\$1,268		\$500	\$79,906	\$5,075	\$0	0.00%					\$80,287	\$80,287	\$80.3M debt will be serviced by future housing rental revenue.	
Djavad Mowafaghian Centre for Brain Health	OCT-13	98%	NOV-13	152,558	\$69,757	\$69,757	\$68,109	Completed and occupied. Basement tenant fit-out underway.	\$22,764	\$19,716	\$924				\$26,353	\$0	0.00%					\$0	\$0	Included in the Faculty fundraising amount is approx \$3.4M investment income earned from provincial and federal funding received.	
Robert H Lee Alumni Centre	APR-15	98%	APR-15	41,700	\$19,515	\$19,515	\$19,128	Completed and occupied. Projected Final Cost includes \$564 K for post-occupancy financing cost.			\$1,272				\$17,873	\$370	1.90%					\$2,500	\$2,500	Unfunded amount to be filled from Alumni fundraising if needed.	
Student Union Building	NOV-14 to JUN-15	100%	MAY-15	253,750	\$106,760	\$108,053	\$108,053	Completed and occupied. Expected \$1.5 m cost increase to be covered by AMS student fees.			\$25,000			\$82,928	\$125	\$0	0.00%			\$25,000	\$68,000	\$93,000	\$93,000	Debt financing will be required for the project. \$68.0M of the loan will be funded by future AMS student levy, and \$25.0M will be funded from future UBC operating budget.	
Library PARC@UBC	JUN-15	100%	AUG-15	24,540	\$9,940	\$11,140	\$11,093	Completed and occupied. Cost overage due to soil issues covered by Retained Risk Fund.			\$6,140			\$5,000		\$0	0.00%			\$4,970		\$4,970	\$4,970	Significant soil removal costs require use of retained risk funds.	
Engineering Student Centre	JUN-15	99%	NOV-15	10,058	\$5,220	\$5,775	\$5,733	Complete and occupied. Cost increase due to moisture issues with wood portion of structure and poor sequencing by construction manager. Increase to be funded from Retained Risk.			\$550		\$2,560	\$500	\$2,125	\$40	0.69%	\$662		\$1,271		\$1,271	\$1,271	According to development office, committed fundraising as of end of December 2016 is 2.625M. Unfunded amount represent the estimated project overrun on top of original budget amount which will be cover by additional fundraising amount or RRF.	
UBC Dairy Education & Research Centre on-site Researcher Housing	SEP-15	97%	SEP-15	11,600	\$3,500	\$3,500	\$3,411	Complete and occupied.					\$400	\$2,991	\$109	\$0	0.00%				\$152	\$152	Faculty has contributed extra funding to cover donation shortage. Once donation is received, amount will be refund to faculty.		
Baseball Training Facility	DEC-15	100%	SEP-15	20,000	\$3,500	\$3,918	\$3,918	Complete and occupied. Costs to date include \$418K in client-requested scope additions which will be recovered from client.							\$3,673	\$245	6.25%					\$0	\$0	Project has gone over the budget due to client-requested scope additions. Unfunded amount amount to be covered by Athletics.	
Iona Building Acquisition- Vancouver School of Economics	DEC-15	100%	DEC-15	99,663	\$33,500	\$34,000	\$33,995	Complete and occupied. Arts funded \$500k for additional 100-seat lecture theatre.			\$15,000		\$2,300	\$5,600	\$11,100	\$0	0.00%							\$0	Arts added \$0.5M for 100 seat lecture theatre.
Bentley Family Hall at Loon Lake	New Hall JUN-15 Conversion JUN-16	99%	APR-16	6,315	\$3,000	\$2,850	\$2,812	New dining hall and conversion of old dining to dormitory are both complete and occupied.						\$542	\$2,308	\$0	0.00%						\$0	\$0	
Ponderosa Commons (Phase 2)	SEP to DEC-15	100%	JUN-16	288,903	\$77,829	\$74,752	\$74,746	Complete and occupied.			\$6,037		\$500	\$60,211	\$8,685	\$267	-\$948	-1.27%	\$13,638	\$6,037	\$60,211	\$4,500	\$70,748	\$70,748	\$60.2M debt will be serviced with housing rental revenue. \$6.0M debt will be covered by Central. \$4.5M debt will be serviced by Fac of Education has put in extra funding to cover fundraising shortfall.
UBC Vancouver District Energy System	DEC-15 Old Steam Plant Demo DEC-16	98%	JUN-16 Old Steam Plant Demo TBD	N/A	\$88,300	\$88,300	\$86,133	Hot water pipe and building energy transfer station installations complete. Campus Energy Centre complete.	\$6,955		\$71,345		\$10,000			\$0	0.00%				\$78,300	\$78,300	\$78,300	Received 6.95M from AVED. Max of \$78.3M internal financing to be repaid from Energy & Water Services budget using cost savings generated by the project.	
Aquatic Centre	NOV-16	91%	DEC-16	74,448	\$39,900	\$39,900	\$36,348	Provisional occupancy achieved in Dec 2017. Aquatic Centre staff training underway. Soft opening for public Jan 23, 2017.					\$28,500		\$110	\$11,290	28.30%			\$11,400		\$11,400	\$11,400	Unfunded amount to be filled from fundraising or Athletics operating budget.	
Orchard Commons, Mixed-Use Student Housing	JUL-16	98%	SEP-16	448,686	\$127,474	\$131,274	\$128,041	Provisional occupancy in place. Deficiency clearance in progress. Significant cost challenges due to overtime, change orders and unexpected construction issues.			\$2,050		\$1,000	\$128,224		\$0	0.00%	\$59			\$126,474	\$126,474	\$126,474	Max of 101.8M will be paid from future student housing rents. 24.7M from Vantage College future revenue.	
National Soccer Development Centre - Field House Training Facility & Practice Fields (Vancouver Whitecaps - UBC Athletics Partnership)	Fields OCT-15 Fieldhouse DEC-16	63%		37,980	\$27,244	\$27,244	\$17,171	Field house construction underway with completion Apr 2017. Turf field completion Apr 2017. Whitecaps funding \$1.35m post tender increase. Challenges with concrete trade.	\$11,006			\$1,750	\$3,300		\$11,188	\$0	0.00%					\$0	\$0	UBCPT contributing total of 3.3M (825K for Core project + 2.475M for relocation cost to consolidate uses within Thunderbird Park) to the project.	
IIC Projects	To be completed in phases over a 15 year period.			N/A	Please refer to IIC Plan	Please refer to IIC Plan	Please refer to IIC Plan	MacInnes Field is underfunded. Strategy is to work within current overall IIC budget to fund project.														\$0	\$0	Public Realm projects are funded by Infrastructure Impact Charges.	
Geological Field School - ON HOLD	TBC	5%		10,824	\$2,400	\$2,400	\$131	Design complete. Project on hold pending funding confirmation.							\$915	\$1,485	61.88%					\$0	\$0	Unfunded amount to be filled from fundraising.	
Quantum Matter Institute / Advanced Materials & Process Engineering Laboratory	OCT-16	78%		51,667	\$30,269	\$30,269	\$23,614	Construction in progress. Completion now expected in Mar 2017. Additional delays due to weather, trade sequencing and availability of workers.		\$5,068	\$11,000				\$8,000	\$6,201	20.49%			\$11,000		\$11,000	\$11,000	Unfunded amount to be filled from fundraising by Applied Science Dev't & Central Dev't. If fundraising is unsuccessful, mortgages will cover: \$1.6M Science, \$1.6M UBC Central & \$1.0M Applied Science.	
Brock Commons Phase 1 - Tall Wood Student Residence	AUG-17	59%		162,750	\$51,525	\$51,525	\$30,193	Roofing complete, envelope nearing completion. Interior fit-out in progress	\$1,650	\$2,802				\$47,073		\$0	0.00%	\$0			\$47,073	\$47,073	\$47,073	\$47.1M internal loan to be repaid with future rental revenue.	
Henry Angus Tower - Seismic Upgrades	SEP-16	72%			\$4,162	\$4,162	\$2,980	Structural work complete. Occupants back in building. Landscaping and exterior painting to be completed pending weather.	\$1,544		\$2,618					\$0	0.00%								
Totem Park Residence In-Fill (Phase 2)	AUG-17	32%		99,951	\$30,200	\$30,200	\$9,793	Construction underway. Residence structure complete. Amenity building structure underway.						\$30,200		\$0	0.00%	\$0		\$30,200		\$30,200	\$30,200	\$30.2M internal loan to be repaid with future rental revenue.	
Museum of Anthropology - Northwest Coast Masterworks Gallery	MAR-17	10%		2,700	\$4,100	\$4,100	\$410	Gallery location shifted within MOA and budget reduced at Board 3 from \$5.3m to \$4.1m.		\$500					\$3,600	\$0	0.00%	\$0		\$600		\$600	\$600	Donor agreement for \$3m has been finalized. WED to contribute \$500k. Remaining \$600k expected from lead donor upon completion. Arts to backstop this remaining amount until final donor contribution confirmed.	
Sports Medicine Centre - Chan Gunn Pavilion	SEP-17	25%		21,173	\$11,425	\$11,425	\$2,899	Construction underway. Structure estimated to be complete in Feb 2017.			\$2,250			\$3,175	\$6,000	\$0	0.00%	\$2,827	\$2,250		\$4,000	\$6,250	\$6,250	\$694K will be covered by Sports Medicine Physicians & Physiotherapists. Split yet to be determined.	
Indian Residential School History & Dialogue Centre	JUL-17	16%		6,523	\$5,500	\$5,500	\$902	Construction underway							\$5,500	\$0	0.00%	\$0				\$0	\$0	Undesignated donor funding has been allocated to cover the full project cost.	
Undergraduate Life Sciences Teaching Labs Renew	JUL-18	13%		176,625	\$80,000	\$80,000	\$10,677	Construction underway.	\$19,950		\$60,050					\$0	0.00%	\$39,547	\$22,550	\$37,500		\$60,050	\$60,050	22.55M loan will be paid from Central operating budget. 37.5M loan will be paid from Endowment 3.5% annual spending.	
Transit Terminal (UBC Exchange)	AUG-19	17%		N/A	\$21,750	\$21,750	\$3,664	Construction of interim bus facility underway and on schedule. Balance of project is out for tender	\$8,840				\$12,910			\$0	0.00%	\$0				\$0	\$0	TransLink to provide up to \$8.84 M plus an allowance for cost escalation.	
Gage South Student Residence	AUG-19	3%		290,000	\$76,973	\$76,973	\$2,372	Design Complete. Project is out for tender. Concrete and glass came back on budget.						\$76,973		\$0	0.00%	\$0		\$76,973		\$76,973	\$76,973	Project currently proposed to be financed through an internal loan.	
UBC Life Building - ON HOLD	(TBC)	1%		166,195	\$58,250	\$58,250	\$845	Building system renewal to be completed as part of Routine Capital project to develop building for temporary swing space. UBC Life program planned for Phase 2 in 2020.			\$54,000			\$4,250		\$0	0.00%	\$37,336	\$54,000			\$54,000	\$54,000	\$4M Debt will be cover from future Central operating budget.	
<b>SUBTOTAL (UBC-V)</b>				<b>2,757,340</b>	<b>\$1,079,648</b>	<b>\$1,083,687</b>	<b>\$774,326</b>		<b>\$72,912</b>	<b>\$28,289</b>	<b>\$259,504</b>	<b>\$1,750</b>	<b>\$56,710</b>	<b>\$510,775</b>	<b>\$30,743</b>	<b>\$104,320</b>	<b>\$18,684</b>	<b>1.72%</b>	<b>\$94,069</b>	<b>\$125,807</b>	<b>\$410,928</b>	<b>\$218,513</b>	<b>\$755,248</b>		
<b>UBC-Okanagan</b>																									



**Major Capital Building Projects - Detailed Information**

As of November 30, 2016  
Dollar figures are all in \$000's



Grey = Complete, Board 4 Pending  
Green = Board 3  
Yellow = Board 2  
Pink = Board 1

Dollar figures are all in \$000's

**Attachment 2**

Project Name	Schedule			Gross Building Area (SF) Final Approved	Capital Cost			Current Status/ Issues + Variances	Funding								Reduction to Deferred Maintenance	Financing				Funding/Financing Comments			
	Target Completion Final Approved <sup>1</sup>	% Compl.	Actual Completion (Occupancy)		Budget Final Approved	Projected Final Cost	Costs to Date		Confirmed Funding Sources									Unfunded	% Unfunded	UBC Central Debt	Self-Funded		Faculty/ Unit Debt	Total Debt	
									Prov Gov	Fed Gov	UBCV Central	UBCO Central	Land Dvpt Cost or Taxes	Self-Funded	Faculty or Unit Funded	Fundraising									
Teaching & Learning Centre		0%		62,407	\$35,000	\$35,000	\$169	Schematic design underway	\$10,616	\$14,564								\$9,820	\$0	0.00%			\$9,820	\$9,820	
<b>SUBTOTAL (UBC-O)</b>				62,407	\$35,000	\$35,000	\$169		\$10,616	\$14,564	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$9,820	\$0	0.00%	\$0		\$9,820	\$9,820	
<b>GRAND TOTAL</b>				2,819,747	\$1,114,648	\$1,118,687	\$774,495		\$83,528	\$42,853	\$259,504	\$1,750	\$56,710	\$510,775	\$30,743	\$114,140	\$18,684	1.67%	\$94,069	\$125,807	\$410,928	\$228,333	\$765,068		

**Information Technology (IT) Projects - Detailed Information**

Projects underway of completed in the past 12 months - as at August 31, 2016

Complete
Board 3 - Implementation
Board 2 - In design
Board 1 - In design
In Planning or Design

Project Name	Faculty / Dep.	Project Rep.	% Compl.	Actual Compl. (Occu.)	Project Budget Final	Projected Final Cost	Costs to Date	Current Status	Issues/Comments	Issues/Comments	Funding								Financing									
											Confirmed Funding Sources								Unfunded	% Unfunded	UBC Central Debt	Self-Funded	Faculty/ Unit Debt	Total Debt	Funding/Financing Comments			
											Prov Gov	Fed Gov	UBCV Central	UBCO Central	Land Dvpt Cost or Taxes	Self-Funded	Faculty or Unit Funded	Fundraising										
<b>IT - Major Capital (&gt;\$2.5m)</b>																												
Student Academic System Initiative				Mar-21	\$ 100,000,000	\$ 100,000,000	\$ 29,969,000	Board 2	Board 1 approval received Dec 2015					\$ 100,000,000					\$ -	0%					Financing determined			
Administrative Systems (Finance, HR, Research, Data Integration)				Mar-21	TBD	TBD	\$ 5,900,000	In Planning or Design	Board approval pending. Phased implementation					TBD						0%					Financing requirements to be determined.			
Recruitment - Customer Relationship Management (CRM) System	UBCV	Travis Debnam		Mar-18	\$ 3,500,000	\$ 3,500,000	\$ 336,000	Board 2	Board approval pending. Phased implementation					\$ 1,900,000		\$ 1,600,000			\$ -	0%	\$ 1,900,000				Financing determined			
Learning Technology Ecosystem Renewal				Mar-18	\$ 4,850,000	\$ 4,850,000	\$ -	In Planning or Design						\$ 4,850,000											Financing requirements to be determined.			
<b>Total - Major IT</b>					\$ 108,350,000	\$ 108,350,000	\$ 36,205,000							\$ -	\$ -	\$ 106,750,000	\$ -	\$ -	\$ -	\$ 1,600,000	\$ -	\$ -	\$ -	0%	\$ 1,900,000	\$ -	\$ -	\$ -

**Minor Capital Projects**

Fiscal 16/17 Projects - as at Oct 31/16  
Dollar figures are all in \$000's

Project Stage	Project	Projected	Costs to Date	Confirmed		UBCV Central	UBCO Central	Land Dvpt Costs or Taxes	Self-Funded	Faculty or Unit Funded	Fundraising	Unfunded	% Unfunded	Financing			Total Debt
				Prov Gov	Fed Gov									UBC Central Debt	Self-Funded Debt	Faculty / Unit Debt	
In Planning or Design	\$2,998	\$3,540	\$522	\$664	\$0	\$0	\$0	\$0	\$0	\$2,876	\$0	\$0	0.00%	\$0	\$0	\$0	\$0
Under Construction	\$14,240	\$14,636	\$7,884	\$0	\$0	\$1,100	\$1,078	\$0	\$0	\$11,977	\$0	\$481	3.29%	\$0	\$0	\$0	\$0
Complete	\$1,189	\$1,136	\$748	\$0	\$0	\$0	\$0	\$0	\$0	\$1,136	\$0	\$0	0.00%	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$18,427</b>	<b>\$19,311</b>	<b>\$9,153</b>	<b>\$664</b>	<b>\$0</b>	<b>\$1,100</b>	<b>\$1,078</b>	<b>\$0</b>	<b>\$0</b>	<b>\$15,988</b>	<b>\$0</b>	<b>\$481</b>	<b>2.49%</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Project Stage	UBC IT	CTLT	MedIT	UBCO
Under Construction	\$7,725	\$1,265	\$1,930	\$1,559
In Planning or Design	\$2,976	\$0	\$406	\$0
Complete	\$1,136	\$0	\$0	\$0
<b>Total</b>	<b>\$11,836</b>	<b>\$1,265</b>	<b>\$2,336</b>	<b>\$1,559</b>

NOTE: UBCIT Amounts include projects from Enrolment Services, Library, VPRI and Sauder

**UBC Capital Plan - Capital Priorities in Planning**
**Attachment 4**

As of November 30, 2016

Projects were identified and prioritized by the UBC Executive according to contribution to academic excellence

The capital priorities list is regularly updated to reflect latest approvals and any budget, funding and schedule changes.

	Capital Priorities 2016/17 (May 2016)	Faculty /Dept	Preliminary Capital Cost (\$000s)
1	IT - Admin (Finance, HR, Research, Data Integration) <b>NEW</b>	VP Finance/VP HR/Provost	TBD
2	UBCO Teaching & Learning Facility	Library	\$35,000
3	Biological & Environmental Engineering Building	Applied Science	\$84,000
4	Undergrad Chemistry Teaching Labs	Science	\$72,000
5	UBC Life Building (Old SUB Renew) - Phase 2	VP Students	\$30,000
6	Genome Sciences Research Centre (Cunningham Building Replacement)	Science/Medicine	\$35,000
7	Biomedical Engineering Facility (at Paprican Building) <b>NEW</b>	Applied Science/Medicine	\$30,000
8	UBCO Industrial Scale Engineering Laboratory <b>NEW</b>	Applied Science	\$5,000
9	Asian Centre Renovation & Library Addition	Library	\$16,000
10	SALA Building + Lasserre Upgrade	Applied Science	\$50,000
11	Community Health Sciences Centre	Kinesiology/Nursing	\$90,000
12	Psychology (Douglas Kenny Building Renewal) <b>NEW</b>	Arts	\$15,550
13	IT - Next Generation Learning Management Systems <b>NEW</b>	Provost	TBD
14	Campus Centre (Math, Geography)	Arts/Science	\$85,000
15	Music Renewal + Expansion	Arts	\$50,000
16	New Forestry Building	Forestry	\$88,000
17	Food & Beverage Technology Centre at the UBC Farm	Land + Food Systems	\$22,000
18	UBCO Okanagan Commons (Classroom, Dining Hall, Student Services)	UBCO	\$55,600
19	UBCO Gymnasium Expansion	UBCO Athletics	\$30,000
20	Arts Student Centre	Arts	\$5,000
21	War Memorial Gym Redevelopment <b>NEW</b>	Athletics & Recreation	TBD
22	Thunderbird Stadium Redevelopment/Possible Relocation (includes Athletic Centre for Excellence) <b>NEW</b>	Athletics & Recreation	TBD
23	Baseball Stadium <b>NEW</b>	Athletics & Recreation	\$9,000
24	Bioenergy Research & Demonstration Facility Expansion <b>NEW</b>	Energy & Water Services	\$12,000
	<b>Total Academic Priorities</b>		<b>\$819,150</b>

	Student Housing & Faculty /Staff Rental Housing Projects (ordered by target delivery date)	Faculty /Dept	Preliminary Capital Cost (\$000s)
	Mixed-Use Academic/University Rental Housing at Copp Site	UBCPT	\$47,000
	Armoury Commons	SHHS/Arts	\$100,000
	UBCO Skeena Residence	UBCO/SHHS	\$24,345
	Mixed-Use Academic/University Rental Housing at GSAB Site	UBCPT	\$37,000
	Brock Commons Phase 2	SHHS/Arts	\$30,000
	Walter Gage Infill - Student Residence	SHHS	\$49,000
	Totem Research Field - Student Residence	SHHS	\$124,500
	Health Sciences Commons	SHHS/Medicine	\$82,300
	<b>Total Student Housing &amp; Faculty/Staff Rental Housing Projects</b>		<b>\$494,145</b>

	Seismic Upgrade Plan Projects not included above	Faculty /Dept	Preliminary Capital Cost (\$000s) <sup>1</sup>
	Chemistry Physics Research Labs	Science	\$16,000
	H.R. MacMillan Building Seismic Upgrade + Renewal	Land + Food Systems	\$46,000
	Science Bldg (replaces Westbrook, Medical Block C)	Science/Medicine	\$68,000
	MOA Great Hall	Arts	\$10,680
	MacLeod Building	Applied Science	\$10,871
	Frank Forward Building	Applied Science	\$21,764
	Woodward Library	Library	\$17,997
	Osborne Centre - Units 1 & 2	Kinesiology	\$18,427
	Leonard Klinck Building	Central	\$35,418
	Old Administration	Central	\$2,454
	1 - Seismic estimates include deferred maintenance. To be updated.		
	<b>Total Seismic Upgrade Plan Projects</b>		<b>\$247,611</b>

	<b>Total Capital Priorities in Planning</b>		<b>\$1,560,906</b>
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Red Type UBC Five-Year Capital Plan projects

Green Type Student Housing Projects

Purple Type Faculty / Staff Rental Housing Projects on University Boulevard (Co

