



SUBJECT	CAPITAL PROJECTS UPDATE
MEETING DATE	JUNE 14, 2017

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

APPROVED FOR SUBMISSION

Santa J. Ono, President and Vice-Chancellor

For Information

Report Date	May 17, 2017
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Presented By Angela Redish, Provost and Vice-President Academic *pro tem*
 Andrew Simpson, Vice-President Finance & Operations
 Deborah Buszard, Deputy Vice-Chancellor and Principal, 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. The overall Ponderosa Phase 1+2 project is now projected to come in approximately \$3.1 million under approved budget. Additional scope items to improve interior security, screen rooftop mechanical equipment and improve rooftop access for maintenance are currently being completed.

- Orchard Commons/Vantage College – The project 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 has been 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.
- Federal Strategic Investment Fund (SIF) Projects – The latest schedules from the construction managers for the Undergraduate Life Sciences Teaching Labs and UBCO Teaching & Learning Centre projects have pushed final completion 6 months and 3 months respectively beyond the April 30, 2018 SIF-mandated deadline. AVED has initiated discussions with the Federal SIF program to shift the completion deadline which was widely recognized as too aggressive and potentially driving poor project decisions and additional costs. The project teams are working on creative ways to accelerate schedule through efficient work coordination without impacting budget. The other smaller UBC SIF projects (e.g. Sports Medicine Centre) are still tracking for completion within the original deadline.
- Quantum Matter Institute/AMPEL – A provisional occupancy permit was received in April 2017. Adverse weather and trade coordination and availability issues caused a delay from the original October 2016 completion target. The project does not include classrooms or teaching labs, so the completion change did not impact class schedules.

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:

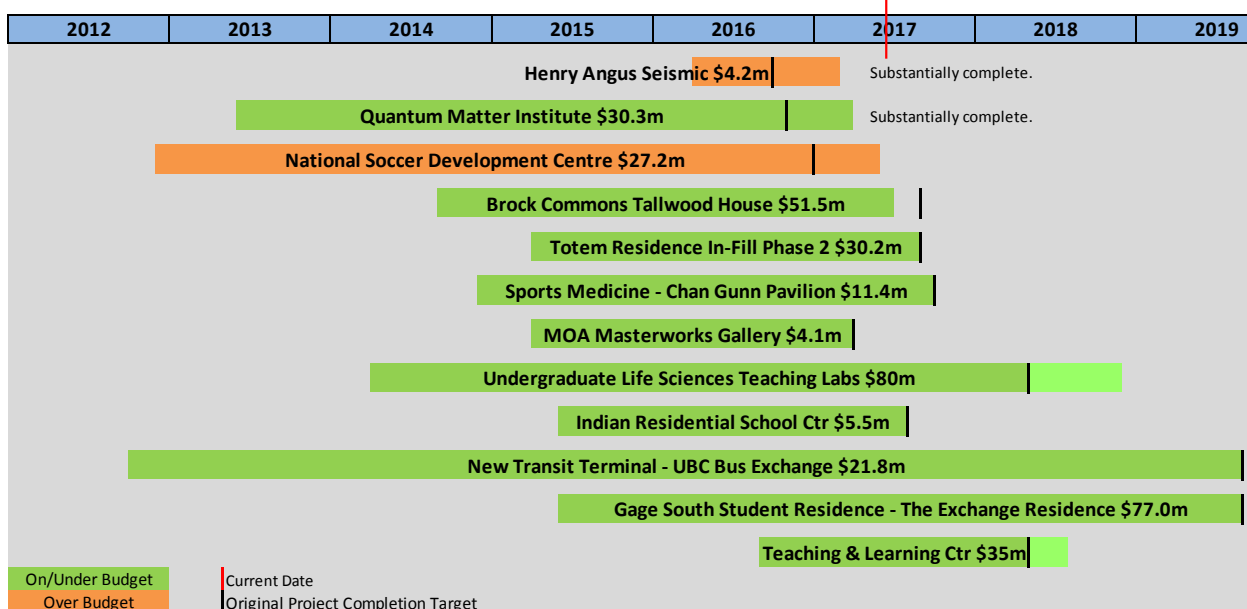
- Orchard Commons/Vantage College - \$2.05m for unanticipated construction challenges and overtime costs to achieve scheduled completion deadline.
- National Soccer Development Centre (NSDC) - \$1.4m to address storm water system upgrades and expanded utility relocation requirements.
- Library Preservation 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 and planned Retained Risks fees not yet collected for projects currently in design, the Retained Risk balance will be at approximately \$6.3m. This complies with the target level for the Retained Risk Fund of 1% of the value of active projects. Changes to the retained risk fee calculation were approved by the Board in February 2017 as part of an update to 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 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.

Major Building Project Status



Upcoming Board Approval Requests

Project Name	Jun 2017	Sep 2017	Dec 2017	Feb 2018
MacInnes Field Underground Parkade	Board 1	Board 2+3		
UBCO Housing Commons + Skeena Residence	Board 1		Board 2	

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.

The Ministry of Advanced Education (AVED) has increased Routine Capital funding to UBC to address much needed capital maintenance in campus buildings. The amounts are as follows:

- 2016/17: \$34.4m (received)
- 2017/18: \$37.8m (planned)
- 2018/19: \$42.0m (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. A small portion of the funding (\$1.7m) is allocated toward Carbon Neutral Capital Program projects. An overview of the planned program was provided in the 2017/18 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.
- 3) MOA Education Centre - \$4.56 million
 - Provides new theatre gallery for public education programming. Funded by Canadian Heritage, donor funding, MOA reserves and operating budget, and Faculty of Arts operating budget
- 4) Graduate Research Commons & related projects at Koerner Library - \$4.3m
 - Provides technology-rich space and services for graduate scholarship and advanced research. Renovates space for Provost's Office and Office of VP Finance & Operations to accommodate working group changes. Funded through Central operating budget and donor funding.
- 5) UBCO Transit Exchange - \$2.87m
 - Expansion of transit exchange to address short-term needs and future demands. Funded by BC Transit and grants obtained through the Federal Government. UBC provides the land in kind.

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 priorities has been undertaken by the UBC Executive with assistance from the UBC Capital Planning Working Group over the past 6 months. An updated Five-Year Capital Plan will be presented for approval at the June 2017 Board.

Seismic Mitigation Plan

Work is currently underway to update the seismic mitigation plan for the Vancouver campus. A hazard assessment and building assessments have been completed. Mitigation options, cost estimates, cost/benefit analysis and a mitigation strategy are now being developed with an external expert consultant (Arup). The new strategy will be presented to the Board in Sep 2017.

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 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.

Learning,
Research,
Financial,
Sustainability &
Reputational

RISKS 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.

Financial,
Operational &
Reputational

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

Capital &
Lifecycle
Operating

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

Funding
Sources, Impact
on Liquidity

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

Implementation
Timeline

CONSULTATION

Relevant Units,
Internal &
External
Constituencies

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.

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 ¹	55%	15%	30%
Capital Priorities in planning	79%	15%	6%
Total of all projects above	72%	14%	14%

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:		Signed off by:	
		N/A		

Previous Report Date	April 13, 2017
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 March 31, 2017

Dollar figures are all in \$000's

Project Type/ Approval Level	GBA (s.f.) ¹	Project Budget (\$000's)	Projected Final	Costs to Date	Confirmed Funding Sources								Unfunded	% Unfunded	Reduction to Deferred Maintenance ²	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
Infrastructure Projects																			
<i>Major Capital Buildings</i>																			
Board 1 - In design	166,195	\$58,250	\$58,250	\$845	\$0	\$0	\$54,000	\$0	\$0	\$0	\$4,250	\$0	\$0	0.00%	\$37,336	\$54,000	\$0	\$0	\$54,000
Board 2 - In design	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	\$0	\$0	\$0	\$0	\$0
Board 3 - In construction	922,600	\$380,548	\$380,548	\$163,344	\$45,494	\$61,193	\$49,253	\$1,750	\$16,210	\$154,246	\$694	\$44,031	\$7,678	2.02%	\$42,374	\$35,800	\$191,746	\$14,420	\$241,966
Complete - Board 4 pending	1,730,952	\$675,850	\$680,927	\$671,275	\$31,723	\$19,919	\$129,586	\$0	\$40,500	\$356,519	\$22,495	\$68,075	\$12,111	1.78%	\$14,359	\$36,007	\$219,182	\$213,913	\$469,102
Major Capital Building Projects	2,819,747	\$1,114,648	\$1,119,726	\$835,464	\$77,217	\$81,112	\$232,839	\$1,750	\$56,710	\$510,765	\$27,439	\$112,106	\$19,789	1.77%	\$94,069	\$125,807	\$410,928	\$228,333	\$765,068
<i>Routine Capital Projects</i>																			
Building Operations		\$55,998	\$55,964	\$51,546	\$34,430	\$0	\$21,568	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	\$3,327	\$0	\$0	\$0	\$0
Energy & Water Services		\$2,493	\$2,493	\$2,493	\$0	\$0	\$2,493	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	\$0	\$0	\$0
Faculties/Departments		\$41,156	\$41,156	\$27,419	\$1,989	\$1,989	\$994	\$0	\$0	\$1,012	\$35,171	\$0	\$0	0.00%	\$0	\$0	\$0	\$0	\$0
Student Housing & Hospitality		\$20,881	\$23,478	\$23,478	\$0	\$0	\$0	\$0	\$0	\$23,000	\$0	\$0	\$0	0.00%	\$0	\$0	\$0	\$0	\$0
Parking Services		\$1,300	\$1,300	\$1,073	\$0	\$0	\$0	\$0	\$0	\$1,300	\$0	\$0	\$0	0.00%	\$1,300	\$0	\$0	\$0	\$0
Athletics		\$738	\$738	\$775	\$0	\$0	\$0	\$0	\$0	\$603	\$0	\$135	\$0	0.00%	\$0	\$0	\$0	\$0	\$0
UBC Okanagan		\$3,020	\$3,020	\$1,114	\$700	\$219	\$0	\$1,360	\$0	\$0	\$298	\$0	\$0	0.00%	\$0	\$0	\$0	\$0	\$0
Routine Capital Building Projects ³		\$125,586	\$128,150	\$107,899	\$37,118	\$2,207	\$25,056	\$1,360	\$0	\$25,915	\$35,469	\$135	\$0	0.00%	\$4,627	\$0	\$0	\$0	\$0
Infrastructure Impact Charge (IIC) Projects ⁴		\$8,490	\$8,490	\$3,840	\$0	\$0	\$0	\$0	\$8,490	\$0	\$0	\$0	\$0	0.00%	\$0	\$8,490	\$0	\$0	\$8,490
Subtotal - Infrastructure Projects		\$1,248,723	\$1,256,365	\$947,203	\$114,335	\$83,319	\$257,895	\$3,110	\$65,200	\$536,679	\$62,908	\$112,241	\$19,789	1.58%	\$98,696	\$134,297	\$410,928	\$228,333	\$773,558
Information Technology Projects																			
Major IT Projects		\$106,900	\$106,900	\$32,792	\$0	\$0	\$0	\$0	\$0	\$105,300	\$0	\$0	\$0	0.00%	\$0	\$0	\$0	\$0	\$1,900
Routine IT Projects		\$36,324	\$35,648	\$16,924	\$2,064	\$0	\$9,600	\$1,078	\$0	\$290	\$21,850	\$0	\$766	2.49%	\$0	\$239	\$239	\$478	\$0
Subtotal - IT Projects⁵		\$143,224	\$142,548	\$49,716	\$2,064	\$0	\$9,600	\$1,078	\$0	\$105,590	\$21,850	\$0	\$766	0.54%	\$0	\$239	\$239	\$478	\$1,900
Grand Total	2,819,747	\$1,391,947	\$1,398,913	\$996,918	\$116,399	\$83,319	\$267,495	\$4,188	\$65,200	\$642,269	\$84,758	\$112,241	\$20,555	1.47%	\$98,696	\$134,536	\$411,167	\$228,811	\$775,458

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 (>\$5 million) 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 March 31, 2017
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

Project Name	Faculty / Dep.	Schedule				GSF Final Build	Capital Cost			Current Status/ Issues + Variances	Funding							Reduction to Deferred Maintenance	Financing			Funding/Financing Comments			
		Target Compl. at Board 3	Target Completion Final Approved ¹	% 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								
UBC-Vancouver																									
Ponderosa Commons (Phase 1)	SHHS	SEP-13	SEP-13	100%	SEP-13 to NOV-13	306,405	\$87,655	\$87,214	\$87,214	Complete and occupied.	\$203	\$203	\$1,268	\$500	\$80,040	\$5,000	\$0	0.00%			\$80,287	\$80,287	\$80.3M debt will be serviced by future housing rental revenue.		
Djavod Mowafaghian Centre for Brain Health	Vancouver Coastal Health Centre for Brain Research	OCT-13	OCT-13	97%	NOV-13	172,385	\$69,757	\$70,471	\$68,657	Completed and occupied. Basement fit-out underway for Preclinical Discovery Centre (PDC). Additional PDC cost covered by internal sources.	\$24,565	\$19,716	\$924			\$25,266	\$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	Alumni Association	APR-15	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	AMS	SEP-14	NOV-14 to JUN-15	100%	MAY-15	209,000	\$106,760	\$108,065	\$107,909	Completed and occupied. Expected \$1.5 m cost increase to be covered by AMS student fees.			\$25,000		\$82,784	\$125	\$156	0.14%			\$25,000	\$68,000	\$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	Library	NOV-14	JUN-15	100%	AUG-15	24,450	\$9,940	\$11,140	\$11,093	Completed and occupied. Cost coverage due to soil issues covered by Retained Risk Fund.			\$6,140		\$5,000	\$0	\$0	0.00%			\$4,970	\$4,970	Significant soil removal costs require use of retained risk funds.		
Engineering Student Centre	Applied Science	APR-15	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	According to development office, committed fundraising as of February 2017 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	Land & Food Systems	SEP-15	SEP-15	98%	SEP-15	11,600	\$3,500	\$3,500	\$3,413	Complete and occupied.					\$400	\$2,862	\$238	\$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	Athletics	DEC-15	DEC-15	100%	SEP-15	20,000	\$3,500	\$3,916	\$3,916	Complete and occupied. Costs to date include \$418K in client requested scope additions which will be recovered from client.						\$3,668	\$248	6.33%			\$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	Arts	DEC-15	DEC-15	100%	DEC-15	99,663	\$33,500	\$34,006	\$34,006	Complete and occupied. Arts funded \$500k for additional 100-seat lecture theatre.			\$15,000		\$2,300	\$5,600	\$11,100	\$6	0.02%					Arts added \$0.5M for 100 seat lecture theatre.	
Bentley Family Hall at Loon Lake	Forestry	New Hall JUN-15 Conversion JUN-16	New Hall JUN-15 Conversion JUN-16	99%	APR-16	6,315	\$3,000	\$2,850	\$2,818	New dining hall and conversion of old dining to dormitory are both complete and occupied.						\$542	\$2,308	\$0	0.00%			\$0	\$0	Faculty contribution represent the shortage from committed fundraising. This shortage is guaranteed by Faculty of Forestry.	
Ponderosa Commons (Phase 2)	SHHS	SEP to DEC-15	SEP to DEC-15	100%	JUN-16	288,903	\$77,829	\$75,002	\$75,002	Complete and occupied.			\$6,037	\$500	\$60,211	\$7,991	\$263	\$0	0.00%	\$13,638	\$6,037	\$60,211	\$4,500	\$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	Energy & Water Services	DEC-15 Old Steam Plant Demo DEC-16	DEC-15 Old Steam Plant Demo DEC-16	95%	JUN-16 Old Steam Plant Demo TBD	N/A	\$88,300	\$88,300	\$84,078	System complete and in-use. Currently addressing deficiencies with some domestic hot water heat exchangers.	\$6,955		\$71,345	\$10,000		\$0	\$0	0.00%			\$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	Athletics	MAR-16	NOV-16	94%	DEC-16		\$39,900	\$39,900	\$37,485	Completed and occupied.				\$28,500		\$110	\$11,290	28.30%			\$11,400	\$11,400	Unfunded amount to be filled from fundraising or Athletics operating budget.		
Orchard Commons, Mixed-Use Student Housing	SHHS/ Vantage College	JUL-16	JUL-16	100%	SEP-16		\$127,474	\$131,274	\$130,823	Completed and occupied.			\$2,050	\$1,000	\$128,224		\$0	0.00%	\$59		\$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)	Athletics	Fields JUN-15 Fieldhouse DEC-16	Fields OCT-15 Fieldhouse DEC-16	79%			\$27,244	\$27,244	\$21,487	Fieldhouse and turf field completion expected in May 2017. Whitecaps funding \$1.35m post tender increase.	\$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	C&CP	To be completed in phases over a 15 year period.	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	Science		TBC	5%		10,824	\$2,400	\$2,400	\$131	Design complete. Project on hold pending funding confirmation.						\$923	\$1,477	61.54%					\$0	\$0	Unfunded amount to be filled from fundraising.
Quantum Matter Institute / Advanced Materials & Process Engineering Laboratory	Applied Science/ Science	AUG-16	OCT-16	97%		51,667	\$30,269	\$30,269	\$29,389	Project currently occupied under a provisional occupancy. Roofing work (deficiencies) continues into May due to rainy weather. AMPEL renovation cost currently exceeds \$1M budget allocation so additional funding may be required.		\$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	SHHS		AUG-17	84%			\$51,525	\$51,525	\$43,441	Envelope complete. Interior finishes and millwork underway. Civil work and landscaping underway. Furniture install planned for June.	\$1,650	\$2,802			\$47,073	\$0	\$0	0.00%	\$0		\$47,073	\$47,073	\$47.1M internal loan to be repaid with future rental revenue.		
Henry Angus Tower - Seismic Upgrades	C&CP	SEP-16	SEP-16	98%			\$4,162	\$4,162	\$4,068	Structural work complete. Occupants back in building. Landscaping and exterior painting to be completed when weather allows.	\$1,544		\$2,618			\$0	\$0	0.00%					\$0	\$0	
Totem Park Residence In-Fill (Phase 2)	SHHS	AUG-17	AUG-17	64%			\$30,200	\$30,200	\$19,284	Construction underway. Residence is weather tight. Amenity building structure complete.					\$30,200	\$0	\$0	0.00%	\$0		\$30,200	\$30,200	\$30.2M internal loan to be repaid with future rental revenue.		
Museum of Anthropology - Northwest Coast Masterworks Gallery	Arts	MAR-17	MAR-17	54%			\$4,100	\$4,100	\$2,228	Gallery location shifted within MOA and budget reduced at Board 3 from \$5.3m to \$4.1m. Construction underway.		\$1,500				\$2,600	\$0	0.00%	\$0		\$600	\$600	Donor will be funding 2.6M towards Phase 1 of the project, reminding funding to be cover by Federal (500K) & Canadian Heritage (1M).		
Sports Medicine Centre - Chan Gunn Pavilion	Medicine/ Education (Kinesiology)	SEP-17	SEP-17	40%			\$11,425	\$11,425	\$4,519	Structure is complete. Envelope is currently in progress. Mechanical & Electrical rough-in is on going. Steel stud work is close to complete.		\$4,731			\$694	\$6,000	\$0	0.00%	\$2,827	\$2,250	\$4,000	\$6,250	Internal loan will be issued for the faculty portion of the debt.		
Indian Residential School History & Dialogue Centre	First Nations House of Learning	JUL-17	JUL-17	44%			\$5,500	\$5,500	\$2,401	Occupancy expected June 2017. Percentage expended appears low due to significant AV and landscape component not yet expended.					\$5,500	\$0	\$0	0.00%	\$0		\$0	\$0	Undesignated donor funding has been allocated to cover the full project cost.		
Undergraduate Life Sciences Teaching Labs Renew	Science/ Medicine		JUL-18	26%			\$80,000	\$80,000	\$20,702	Construction underway.	\$11,838	\$32,528	\$35,635			\$0	\$0	0.00%	\$39,547	\$22,550	\$37,500	\$60,050	\$5.6M loan will be paid from Central operating budget.		
UBC Exchange (New Bus Transit Terminal)	C&CP		AUG-19	31%			\$21,750	\$21,750	\$6,659	Construction of interim bus facility complete. Balance of construction underway.	\$8,840			\$12,910		\$0	\$0	0.00%	\$0			\$0	\$0	TransLink to provide up to \$8.84 M plus an allowance for cost escalation.	
Gage South Student Residence	SHHS		AUG-19	8%			\$76,973	\$76,973	\$6,179	Construction underway.					\$76,973	\$0	\$0	0.00%	\$0		\$76,973	\$76,973	Project currently proposed to be financed through an internal loan.		
UBC Life Building - ON HOLD	VP Students		(TBC)	1%			\$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	0.00%	\$37,336	\$54,000		\$54,000	\$54,000	\$4M Debt will be cover from future Central operating budget.	
SUBTOTAL (UBC-V)							\$1,079,648	\$1,084,726	\$832,608		\$66,601	\$66,548	\$232,839	\$1,750	\$56,710	\$510,765	\$27,439	\$102,286	\$19,789	1.82%	\$94,069	\$125,807	\$410,928	\$218,513	\$755,248
UBC-Okanagan																									
Teaching & Learning Centre	UBCO Library		APR-18	5%			\$35,000	\$35,000	\$2,856	Fast track project delivery. Construction underway. Current schedule calls for July 2018 completion. Acceleration options are being assessed.	\$10,616	\$14,564				\$9,820	\$0	0.00%			\$9,820	\$9,820			
SUBTOTAL (UBC-O)							\$35,000	\$35,000	\$2,856		\$10,616	\$14,564	\$0	\$0	\$0	\$9,820	\$0	0.00%	\$0		\$9,820	\$9,820			
GRAND TOTAL							\$1,114,648	\$1,119,726	\$835,464		\$77,217	\$81,112	\$232,839	\$1,750	\$56,710	\$510,765	\$27,439	\$112,106	\$19,789	1.77%	\$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 Feb 28, 2017

Attachment 3

	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
IT - Major Capital (>\$2.5m)																									
Student Academic System Initiative				Mar-21	\$ 100,000,000	\$ 100,000,000	\$ 32,177,661	Under Const	Board 1 and 2 approved. Going for Board 3 approval in December				\$ 100,000,000					\$ -	0%						Financing determined
Human Resources + Finance Systems Renewal				Mar-21	TBD	TBD	\$ 125,234	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	\$ 488,914	Under Const	Board 1 approved.				\$ 1,900,000				\$ 1,600,000	\$ -	0%	\$ 1,900,000					Financing determined
Learning Technology Ecosystem Renewal				Mar-18	\$ 3,400,000	\$ 3,400,000	\$ -	In Planning or Design	ITAC approved. Going for Exec approval this March				\$ 3,400,000												Financing determined
Total - Major IT					\$ 106,900,000	\$ 106,900,000	\$ 32,791,809					\$ -	\$ -	\$ 105,300,000	\$ -	\$ -	\$ -	\$ 1,600,000	\$ -	0%	\$ 1,900,000	\$ -	\$ -	\$ -	

Minor Capital Projects

Fiscal 16/17 Projects - as at Feb 28/17
Dollar figures are all in \$000's

Project Stage	Project Budget (\$000's)	Projected Final	Costs to Date	Confirmed Funding Sources										Unfunded	% Unfunded	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		
In Planning or Design	\$9,701	\$9,701	\$549	\$664	\$0	\$0	\$654	\$0	\$0	\$230	\$8,153	\$0	\$0	0.00%	\$0	\$239	\$239	\$478	
Under Construction	\$13,501	\$13,321	\$5,059	\$1,400	\$0	\$0	\$4,821	\$1,078	\$0	\$60	\$5,481	\$0	\$481	3.61%	\$0	\$0	\$0	\$0	
Complete	\$13,122	\$12,626	\$11,316	\$0	\$0	\$0	\$4,125	\$0	\$0	\$0	\$8,216	\$0	\$285	2.26%	\$0	\$0	\$0	\$0	
Total	\$36,324	\$35,648	\$16,924	\$2,064	\$0	\$0	\$9,600	\$1,078	\$0	\$290	\$21,850	\$0	\$766	2.49%	\$0	\$239	\$239	\$478	

Project Stage	UBC IT	CTLT	MedIT	UBCO
Under Construction	\$8,734	\$1,265	\$1,763	\$1,559
In Planning or Design	\$9,137	\$0	\$564	\$0
Complete	\$10,776	\$0	\$1,850	\$0
Total	\$28,647	\$1,265	\$4,177	\$1,559

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

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) NEW	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) NEW	Applied Science/Medicine	\$30,000
8	UBCO Industrial Scale Engineering Laboratory NEW	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) NEW	Arts	\$15,550
13	IT - Next Generation Learning Management Systems NEW	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 NEW	Athletics & Recreation	TBD
22	Thunderbird Stadium Redevelopment/Possible Relocation (includes Athletic Centre for Excellence) NEW	Athletics & Recreation	TBD
23	Baseball Stadium NEW	Athletics & Recreation	\$9,000
24	Bioenergy Research & Demonstration Facility Expansion NEW	Energy & Water Services	\$12,000
	Total Academic Priorities		\$819,150

	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
	Total Student Housing & Faculty/Staff Rental Housing Projects		\$494,145

	Seismic Upgrade Plan Projects not included above	Faculty /Dept	Preliminary Capital Cost (\$000s) ¹
	Chemistry Physics Research Labs	Science	\$16,000
	H.R. MacMillan Building Seismic Upgrade + Renewal	Land + Food Systems	\$46,000
	Science Bldg (replaces Wesbrook, 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.		
	Total Seismic Upgrade Plan Projects		\$247,611

	Total Capital Priorities in Planning		\$1,560,906
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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

UBC Capital Projects Completed since January 1, 2010
Attachment 5

As of March 31, 2017

Dollar figures are all in \$000's

Project Name	Faculty / Dept	Completion	Gross Building Area	Capital Cost	Current Status
Projects completed since January 2010 (for historical context):					
UBC Renew Phase 1 - Old Auditorium	Arts	APR-10	32,734	\$20,141	Complete
UBC Renew Phase 1 - Buchanan A	Arts	JUN-10	30,753	\$12,147	Complete
T-bird Stadium Turf Field and Grass Rugby Fields	Athletics	AUG-10	N/A	\$2,661	Complete
UBCO Student Housing Phase 3B	SHHS	AUG-10	42,618	\$8,120	Complete
UBCO Arts & Science Building 2	Arts & Science	SEP-10	86,225	\$41,543	Complete
School of Population & Public Health	Medicine	SEPT-10	30,000	\$7,819	Complete
UBC Renew Phase 2A BioSciences West & South	Science	MAR-11	151,669	\$61,900	Complete
UBCO Reichwald Health Sciences Centre	Medicine	APR-11	48,158	\$30,650	Complete
Tennis Facility	Athletics	JUN-11	71,000	\$9,345	Complete
UBCO Engineering Management Building	Applied Science	AUG-11	180,532	\$69,611	Complete
Norman B. Keevil Institute of Mining Engineering	Applied Science	AUG-11	10,312	\$4,027	Complete
Totem In-Fill Student Housing Project	SHHS	AUG-11	181,706	\$38,255	Complete
Wayne & William White Engineering Design Centre	Applied Science	AUG-11	20,148	\$8,326	Complete
Centre for Integrated Research in Sustainability (CIRS)	VP Research	AUG-11	58,373	\$36,781	Complete
Childcare Expansion - Phase 1	SHHS	SEP-10/SEP-11	17,388	\$3,543	Complete
Faculty of Law - Allard Hall	Law	SEP-11	141,345	\$55,901	Complete
UBCO Student Housing Phase 4	SHHS	SEP-11	68,213	\$14,058	Complete
UBCO Geoexchange Phase 3	UBCO	OCT-11	N/A	\$6,494	Complete
Centre for Comparative Medicine	VP Research	NOV-11	75,933	\$37,030	Complete
Sauder School of Business Building Project	Sauder	JAN-12	265,820	\$69,934	Complete
UBCO Fitness / Wellness Centre	UBCO Athletics	JAN-13	8,500	\$4,060	Complete
Bioenergy Research & Demonstration Project	Energy & Water Services	JUL-12	19,773	\$27,400	Complete
Earth Science Building (ESB)	Science	AUG-12	164,020	\$74,700	Complete
Pharmaceutical Sciences/CDRD + Modified Barrier Facility & University Data Centre	PharmSci	SEP-12	246,182	\$150,903	Complete
Gerald McGavin UBC Rugby Centre	Athletics	JAN-13	5,150	\$2,500	Complete
Leon & Thea Koerner University Centre	Peter Wall/SHHS	SEP-13	38,000	\$6,038	Complete
Ponderosa Commons (Phase 1)	SHHS	SEP-NOV-13	298,731	\$87,655	Complete
Djavad Mowafaghian Centre for Brain Health	Medicine/Vancouver	NOV-13	152,558	\$69,757	Complete. Separate basement tenant fit-out underway.
Bookstore Renovation & Expansion	Bookstore	AUG-14	8,800	\$6,608	Complete
Robert H. Lee Alumni Centre	Alumni Assoc	APR-15	41,700	\$19,478	Complete
New Student Union Building	AMS	MAY-15	253,750	\$108,760	Complete
Library PARC	Library	SEP-15	24,540	\$11,140	Complete
Engineering Student Centre	EUS	SEP-15	10,058	\$5,740	Complete
Dairy Education & Research Centre - Researcher Housing (Agassiz)	Land + Food Systems	SEP-15	11,600	\$3,500	Complete
Bentley Family Dining Hall at Loon Lake	Forestry	SEP-15	6,315	\$3,000	Complete
Baseball Training Facility	Athletics	SEP-15	20,000	\$3,861	Complete
Iona Building Acquisition - Vancouver School of Economics	Arts	DEC-15	99,663	\$33,500	Complete
Ponderosa Commons (Phase 2)	SHHS	JUN-16	288,903	\$77,829	Complete
UBC Vancouver District Energy System	Energy + Water Services	JUN-16	N/A	\$88,300	Complete
Orchard Commons, Mixed-Use Student Housing	SHHS/Vantage College	SEP-16	448,686	\$131,274	Complete
Aquatic Centre	Athletics	DEC-16	74,448	\$39,900	Complete
Total Completed Projects				\$1,494,188	