



SUBJECT	CAPITAL PROJECTS UPDATE
MEETING DATE	SEPTEMBER 21, 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	August 21, 2017
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Presented By Andrew Simpson, Vice-President Finance & Operations
 Andrew Szeri, Provost and Vice-President Academic
 Deborah Buszard, Deputy Vice-Chancellor and Principal, Okanagan
 Philip Steenkamp, Vice-President External Relations
 Pam Ratner, Vice-Provost and 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 and 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

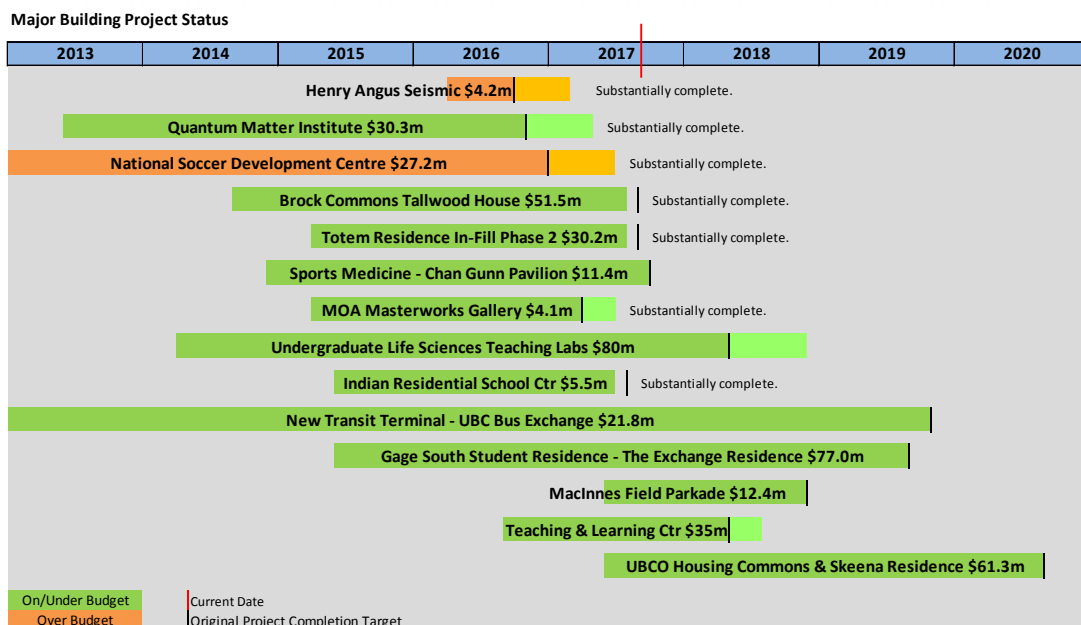
There are currently six major capital building projects in construction and another two projects in design. The total value of these eight projects is \$329 million. Summary and detail information on these projects is provided in Attachments 1 and 2. Building projects completed since January 1, 2010 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 requiring use of the Retained Risk Fund to address unanticipated cost overages. The following are key updates:

- Recently Completed Projects – The following projects have been substantially completed since the June 2017 Board meeting:
 - MOA Masterworks Gallery – June 20, 2017 occupancy
 - Indian Residential School History & Dialogue Centre – June 21, 2017 occupancy
 - Brock Commons Tallwood House – July 6, 2017 occupancy
 - Totem Park Residence In-Fill Phase 2 – July 20, 2017 occupancy

- 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 substantial 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 tracking for completion within the original deadline.
- Retained Risk Fund – The Retained Risk Fund (UBC Policy #125) provides internal “self-insurance” for major capital projects to address cost overages resulting from unanticipated construction issues that cannot be managed with standard project contingencies. The Retained Risk Fund had a total balance of \$9.11 million on July 31, 2017. This includes \$8.73m for the Vancouver campus and \$0.38m for the Okanagan campus. The following projects currently require support from the Fund:
 - Orchard Commons/Vantage College - \$2.05m for construction coordination challenges and overtime costs to achieve scheduled completion deadline. This amount may increase pending resolution of payment disputes with two trade contractors.
 - Engineering Student Centre - \$272k to address costs associated with delays incurred during installation of the wood structure. This is a reduction from the previous estimated retained risk requirement of \$520k.

Several recently completed projects incurred additional costs due to the drywall anti-dumping tariff. The Old SUB Swing Space project (routine capital program) has also experienced increased costs due to extraordinary asbestos abatement requirements. The project teams are trying to manage these costs within original contingencies and funding sources but retained risk funding may be required. Factoring in the above known deductions and planned Retained Risks fees not yet collected for projects currently in design, the Retained Risk balance will be approximately \$6.90m at fiscal year end (\$6.52m Vancouver, \$0.38m Okanagan). This is well in compliance with the target level for the Retained Risk Fund of 1% of the value of active projects.



Major IT Projects

Major information technology projects currently in planning or implementation include the Student Academic System Initiative (SASI), Administrative Systems Renewal (HR/Finance), and Customer Relationship Management (CRM) System. A listing of major IT projects is provided in Attachment 3.

Upcoming Board Approval Requests

Project Name	Sep 2017	Dec 2017	Feb 2018	Apr 2018
MacInnes Field Underground Parkade	Board 2+3			
Brock Commons Phase 2		Board 1		
Bioenergy Research & Demonstration Facility Expansion		Board 1		
UBCO Housing Commons + Skeena Residence			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:

- 2016-2017: \$34.98m (received)
- 2017-2018: \$39.49m (planned)
- 2018-2019: \$44.13m (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 (\$1.66m) is allocated toward Carbon Neutral Capital Program projects. An overview of the planned program was provided in the 2017-2018 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.

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	Ongoing 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	<p>Capital projects are subject to cost, schedule and funding risks. These risks are managed through careful planning, ongoing monitoring and use of contingency allowances in project budgets.</p> <p>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.</p>
COSTS Capital & Lifecycle Operating	Cost details on current projects are provided in the Attachments.
FINANCIAL Funding Sources, Impact on Liquidity	Funding and financing details on current projects are provided in the Attachments.
SCHEDULE Implementation Timeline	Schedule details on current projects are provided in the Attachments.
CONSULTATION Relevant Units, Internal & External Constituencies	<p>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).</p> <p>The DP process involves review of the project schematic design by the Advisory Urban Design Panel (AUDP) and the Development Review Committee (DRC).</p> <p>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.</p>

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	56%	19%	25%
Current projects in design or construction	81%	19%	0%
Five-Year Capital Plan projects	78%	16%	6%
Future priorities	78%	21%	1%
Total of all projects above	70%	18%	12%

3. **Operational Overlay** - Building Operations, Energy & Water Services and Risk Management Services 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. **Ongoing 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.

Previous Report Date	June 14, 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) Five-Year Capital Plan + Future Capital Priorities
- 5) Capital Projects Completed since January 1, 2010

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

As of July 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	\$132,028	\$132,028	\$845	\$0	\$0	\$54,343	\$657	\$2	\$73,121	\$3,250	\$0	\$655	0.50%	\$37,336	\$54,000	\$73,121	\$0	\$127,121
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	612,696	\$257,817	\$257,817	\$76,765	\$31,294	\$56,891	\$46,635	\$0	\$12,910	\$76,973	\$694	\$24,749	\$7,672	2.98%	\$42,374	\$35,800	\$114,473	\$13,820	\$164,093
Complete - Board 4 pending	2,040,856	\$798,581	\$804,354	\$777,303	\$44,739	\$24,221	\$133,743	\$1,750	\$43,800	\$433,948	\$22,947	\$87,300	\$11,907	1.48%	\$14,359	\$36,007	\$296,455	\$214,513	\$546,975
Major Capital Building Projects	2,819,747	\$1,188,426	\$1,194,199	\$854,913	\$76,033	\$81,112	\$234,721	\$2,407	\$56,712	\$584,042	\$26,890	\$112,049	\$20,234	1.69%	\$94,069	\$125,807	\$484,049	\$228,333	\$838,189
<i>Routine Capital Projects</i>																			
Building Operations		\$44,724	\$44,649	\$18,922	\$33,543	\$0	\$11,181	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	\$44,724	\$0	\$0	\$0	\$0
Energy & Water Services		\$2,733	\$2,733	\$0	\$2,050	\$0	\$683	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	\$2,733	\$0	\$0	\$0	\$0
Faculties/Departments		\$40,991	\$40,991	\$10,509	\$0	\$0	\$0	\$0	\$0	\$0	\$40,991	\$0	\$0	0.00%	\$0	\$0	\$0	\$0	\$0
Student Housing & Hospitality		\$17,975	\$17,955	\$4,986	\$0	\$0	\$0	\$0	\$0	\$17,955	\$0	\$0	\$0	0.00%	\$0	\$0	\$0	\$0	\$0
Parking Services		\$841	\$841	\$300	\$0	\$0	\$0	\$0	\$0	\$841	\$0	\$0	\$0	0.00%	\$0	\$0	\$0	\$0	\$0
Athletics		\$831	\$831	\$194	\$0	\$0	\$0	\$0	\$0	\$831	\$0	\$0	\$0	0.00%	\$0	\$0	\$0	\$0	\$0
UBC Okanagan		\$2,068	\$2,068	\$248	\$485	\$0	\$0	\$1,583	\$0	\$0	\$0	\$0	\$0	0.00%	\$683	\$0	\$0	\$0	\$0
Routine Capital Building Projects ³		\$110,163	\$110,068	\$35,159	\$36,078	\$0	\$11,864	\$1,583	\$0	\$19,627	\$40,991	\$0	\$0	0.00%	\$48,140	\$0	\$0	\$0	\$0
Infrastructure Impact Charge (IIC) Projects ⁴		\$9,710	\$9,710	\$990	\$0	\$0	\$0	\$0	\$9,710	\$0	\$0	\$0	\$0	0.00%	\$0	\$9,310	\$0	\$0	\$9,310
Subtotal - Infrastructure Projects		\$1,308,298	\$1,313,977	\$891,062	\$112,111	\$81,112	\$246,585	\$3,990	\$66,422	\$603,669	\$67,882	\$112,049	\$20,234	1.54%	\$142,209	\$135,117	\$484,049	\$228,333	\$847,499
Information Technology Projects																			
Major IT Projects		\$211,010	\$211,010	\$30,143	\$0	\$0	\$0	\$0	\$0	\$209,410	\$0	\$0	\$0	0.00%	\$0	\$0	\$0	\$0	\$1,900
Routine IT Projects		\$36,870	\$36,672	\$21,780	\$2,110	\$0	\$20,987	\$1,413	\$0	\$25	\$11,888	\$0	\$249	2.49%	\$0	\$0	\$0	\$0	\$0
Subtotal - IT Projects⁵		\$247,880	\$247,682	\$51,923	\$2,110	\$0	\$20,987	\$1,413	\$0	\$209,435	\$11,888	\$0	\$249	0.10%	\$0	\$0	\$0	\$0	\$1,900
Grand Total	2,819,747	\$1,556,178	\$1,561,658	\$942,985	\$114,221	\$81,112	\$267,571	\$5,403	\$66,422	\$813,104	\$79,770	\$112,049	\$20,483	1.31%	\$142,209	\$135,117	\$484,049	\$228,333	\$849,399

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 July 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

Attachment 2

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									Fundraising	
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	Completed 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.		
Djavad 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	\$68,659	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	\$19,145	Complete 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	\$107,879	Completed and occupied. Expected \$1.5 m cost increase to be covered by AMS student fees.			\$25,000			\$82,940	\$125	\$0	0.00%			\$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	\$11,093	\$11,093	Completed and occupied. Cost overage due to soil issues covered by Retained Risk Fund.			\$6,093			\$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	\$5,800	\$5,735	Completed and occupied. Cost increase due to moisture issues with wood portion of structure and schedule delay. Increase funded from Retained Risk and additional donor funding and Faculty contribution.			\$522			\$2,560	\$607	\$2,111	\$0	0.00%	\$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	Completed and occupied.						\$400	\$2,859	\$241	\$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	Completed and occupied. Costs to date include \$418K in client-requested scope additions which will be recovered from client.							\$300	\$3,616	\$0	0.00%				\$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	Completed and occupied. Arts funded \$500k for additional 100-seat lecture theatre.			\$15,000			\$2,300	\$5,600	\$11,100	\$6	0.02%					\$6	\$6	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 completed 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	\$75,290	\$75,050	Completed and occupied. Deficiency clearance almost complete.			\$6,037		\$500	\$60,211	\$8,039	\$263	\$240	0.32%	\$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	96%	JUN-16 Old Steam Plant Demo TBD	N/A	\$88,300	\$88,300	\$84,468	System completed 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	\$37,689	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	\$130,912	Completed and occupied. Negotiations continue with two trades regarding payment disputes. Final variance still to be confirmed.			\$2,050	\$1,000	\$128,224		\$0	\$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.		
Henry Angus Tower - Seismic Upgrades	C&CP	SEP-16	SEP-16	89%	JAN-17		\$4,162	\$4,592	\$4,106	Structural work completed. Occupants back in building. Landscaping to be completed after separate foundation waterproofing project is completed.	\$360		\$4,232				\$0	\$0	0.00%								
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	91%	JUN-17	37,800	\$27,244	\$27,244	\$24,662	Completed and occupied. Minor variance of under \$20k is projected.	\$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.	
Museum of Anthropology - Northwest Coast Masterworks Gallery	Arts	MAR-17	MAR-17	67%	JUN-17		\$4,100	\$4,100	\$2,728	Completed and occupied. Some remaining deficiency work to address.		\$1,500					\$2,600	\$0	0.00%	\$0			\$600	\$600	Donor will be funding 2.6M towards Phase 1 of the project, remaining funding to be cover by Federal (500K) & Canadian Heritage (1M).		
Indian Residential School History & Dialogue Centre	First Nations House of Learning	JUL-17	JUL-17	69%	JUN-17		\$5,500	\$5,500	\$3,804	Completed and occupied. AV exhibit is on-going and is being completed by client.							\$5,500	\$0	0.00%	\$0				\$0	\$0	Undesignated donor funding has been allocated to cover the full project cost.	
Brock Commons Phase 1 - Tall Wood Student Residence	SHHS	SEP-17	SEP-17	91%	JUL-17		\$51,525	\$51,525	\$46,721	Completed and occupied. Drywall tariff presents a potential cost overage issue. Working to address within budget.	\$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.		
Totem Park Residence In-Fill (Phase 2)	SHHS	AUG-17	AUG-17	77%	JUL-17		\$30,200	\$30,200	\$23,285	Completed and occupied. Drywall tariff presents a potential cost overage issue. Working to address within budget. Work on sports courts will continue and be completed in 2 phases.						\$30,200	\$0	\$0	0.00%	\$0			\$30,200	\$30,200	\$30.2M internal loan to be repaid with future rental revenue.		
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	Current public realm projects in construction include: 1) Library Gardens										Please refer to IIC Plan	Please refer to IIC Plan			\$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.							\$929	\$1,471	61.29%					\$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%	APR-17	51,667	\$30,269	\$30,269	\$29,331	Completed and occupied. AMPEL renovation remains to be completed. Renovation cost currently exceeds \$1M budget allocation so additional funding may be required to complete this final component.		\$5,068	\$11,000				\$8,000	\$6,201	20.49%			\$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 & \$3.0M Applied Science.		
Sports Medicine Centre - Chan Gunn Pavilion	Medicine/ Education (Kinesiology)	SEP-17	SEP-17	53%			\$11,425	\$11,425	\$6,049	Sep 2017 completion will be tight. Budget is very tight. Concern regarding budget overage.			\$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.		
Undergraduate Life Sciences Teaching Labs Renew	Science/ Medicine		JUL-18	26%			\$80,000	\$80,000	\$20,702	Construction underway. Substantial completion now expected in Nov 2018. Delays due to weather and hazardous materials discovered during demolition.	\$11,838	\$32,528	\$35,635				\$0	\$0	0.00%	\$39,547	\$22,550	\$37,500	\$60,050	\$60,050	\$5.6M loan will be paid from Central operating budget.		
UBC Exchange (New Bus Transit Terminal)	C&CP		AUG-19	35%			\$21,750	\$21,750	\$7,616	Interim bus facility complete. Balance of construction underway. Currently on budget and on schedule.	\$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.	
Exchange Residence (at Gage South)	SHHS		AUG-19	11%			\$76,973	\$76,973	\$8,359	Construction underway. Some design coordination challenges. Currently on budget and on schedule.						\$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.			\$54,343	\$2		\$3,250	\$655	\$1,12%	\$37,336	\$54,000			\$54,000	\$54,000	\$4M Debt will be cover from future Central operating budget.		
MacInnes Field Underground Parkade	Parking			0%			\$12,435	\$12,435	\$0							\$12,435	\$0	0.00%				\$12,435	\$12,435	\$12.4M capital cost to be internally financed with debt service paid from parking revenue.			
SUBTOTAL (UBC-V)							\$1,092,083	\$1,097,856	\$850,336		\$65,417	\$66,548	\$234,721	\$1,750	\$56,712	\$523,356	\$26,890	\$102,229	\$20,234	1.84%	\$94,069	\$125,807	\$423,363	\$218,513	\$767,683		
UBC-Okanagan																											
Teaching & Learning Centre	UBCO Library		APR-18	13%			\$35,000	\$35,000	\$4,577	Fast track project delivery. Construction underway. Substantial completion expected in Jul 2018. Delays due to winter weather.	\$10,616	\$14,564					\$9,820	\$0	0.00%				\$9,820	\$9,820			

Major Capital Building Projects - Detailed Information

As of July 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

Attachment 2

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									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							Unfunded
Housing Commons & Skeena Residence	SHHS			0%		\$61,343	\$61,343	\$0	Architect selection complete. Consultants will be selected shortly and schematic design will begin.				\$657		\$60,686			\$0	0.00%			\$60,686		\$60,686	capital cost to be internally financed with debt service paid from systemwide student housing rental and meal plan revenue.
SUBTOTAL (UBC-O)						\$96,343	\$96,343	\$4,577		\$10,616	\$14,564	\$0	\$657	\$0	\$60,686	\$0	\$9,820	\$0	0.00%	\$0	\$0	\$60,686	\$9,820	\$70,506	
GRAND TOTAL						\$1,188,426	\$1,194,199	\$854,913		\$76,033	\$81,112	\$234,721	\$2,407	\$56,712	\$584,042	\$26,890	\$112,049	\$20,234	1.69%	\$94,069	\$125,807	\$484,049	\$228,333	\$838,189	

Information Technology (IT) Projects - Detailed Information

Projects underway or completed in the past 12 months - as at July 31, 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	\$ 98,700,000	\$ 98,700,000	\$ 22,610,000	Board 2 - In design	Board 2 - approved					\$ 98,700,000						\$ -	0%	\$ 98,700,000				Financing determined	
Administrative Systems (Finance, HR, Research, Data Integration)				Mar-21	\$ 85,000,000	\$ 85,000,000	\$ 1,178,000	Board 1 - In design	Board 1 - approved					\$ 85,000,000							0%	\$ 85,000,000				Financing requirements to be determined.	
Recruitment - Customer Relationship Management (CRM) System	UBCV	Travis Debnam		Mar-19	\$ 7,710,000	\$ 7,710,000	\$ 1,607,000	Board 3 - Implementation	Board 3 - Implementation					\$ 6,110,000				\$ 1,600,000		\$ -	0%	\$ 6,110,000				Financing determined	
Learning Technology Ecosystem Renewal				Mar-18	\$ 6,000,000	\$ 6,000,000	\$ 1,143,000	Board 3 - Implementation	Board 3 - Implementation					\$ 6,000,000								\$ 6,000,000				Financing determined	
PrISM 1 and 2				Mar-20	\$ 8,350,000	\$ 8,350,000	\$ 2,172,000	Board 3 - Implementation	For DVC approval					\$ 8,350,000								\$ 8,350,000				Financing determined	
Electronic Data Integration Project				Mar-19	\$ 5,250,000	\$ 5,250,000	\$ 1,433,000	Board 3 - Implementation	Board 3 - Implementation					\$ 5,250,000								\$ 5,250,000				Financing determined	
Total - Major IT					\$ 211,010,000	\$ 211,010,000	\$ 30,143,000						\$ -	\$ -	\$ 209,410,000	\$ -	\$ -	\$ -	\$ 1,600,000	\$ -	\$ -	0%	\$ 1,900,000	\$ -	\$ -	\$ -	

Minor Capital Projects

Fiscal 17/18 Projects - as at Jul 31/17
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	\$2,055	\$1,961	\$97	\$207	\$0	\$575	\$0	\$0	\$0	\$1,179	\$0	\$0	0.00%	\$0	\$0	\$0	\$0	\$0
Under Construction	\$22,063	\$22,039	\$9,221	\$324	\$0	\$14,203	\$335	\$0	\$25	\$7,152	\$0	\$0	0.00%	\$0	\$0	\$0	\$0	\$0
Complete	\$12,752	\$12,672	\$12,462	\$1,579	\$0	\$6,209	\$1,078	\$0	\$0	\$3,557	\$0	\$249	1.96%	\$0	\$0	\$0	\$0	\$0
Total	\$36,870	\$36,672	\$21,780	\$2,110	\$0	\$20,987	\$1,413	\$0	\$25	\$11,888	\$0	\$249	2.49%	\$0	\$0	\$0	\$0	\$0

Project Stage	UBC IT	CTLT	MedIT	UBCO
Under Construction	\$17,705	\$1,448	\$2,551	\$335
In Planning or Design	\$1,754	\$0	\$207	\$0
Complete	\$9,354	\$211	\$2,029	\$1,078
Total	\$28,813	\$1,659	\$4,787	\$1,413

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

Projects were identified and prioritized by the UBC Executive with support from the Capital Planning Working Group. The capital priorities list is regularly updated to reflect latest approvals and any budget, funding and schedule changes.

	Five-Year Capital Plan Projects 2018/19 - 2022/23 ¹	Faculty /Dept	Preliminary Capital Cost (\$000s)
1	Biological, Environmental & Biomedical Engineering Building	Applied Science	\$90,000
2	Chemistry Laboratory Complex (Undergrad Chemistry Teaching Labs + Chemistry Physics Research Labs)	Science	\$140,000
3	UBCO Industrial Scale Engineering Laboratory	Applied Science	\$10,000
4	Community Health Sciences Centre + Recreation Fitness Facility + War Memorial Gym Renewal	Kinesiology/Nursing/Athletics	\$190,000
5	Math Building Renewal/Replacement (including Klinck Building)	Science	\$100,000
6	Geography Building Renewal/Replacement	Arts	\$50,000
7	Asian Centre Renovation & Library Addition	Library	\$16,000
8	UBC Farm Centre	Land + Food Systems	\$20,000
	Total Academic Priorities		\$616,000

1 - Capital Plan was approved by the Board in Jun 2017 and submitted to the Province in Aug 2017. Projects are listed in priority order.

FUTURE PRIORITIES

Future priority projects are listed in alphabetical order, except housing projects which are listed in order of target completion date.

	Future Academic Projects	Faculty /Dept	Preliminary Capital Cost (\$000s)
	Arts Student Centre	Arts	\$5,000
	Belkin Expansion	Arts	\$8,000
	Centre for Interactive Research on Children's Learning Environments (CIRCLE)	Applied Science/Medicine	\$10,000
	Forestry Expansion	Forestry	\$30,000
	Innovation Hub	VP Research	\$20,000
	JB MacDonald Building Expansion	Dentistry	\$51,000
	Music Renewal + Expansion	Arts	\$50,000
	Policy School	Arts	\$30,000
	SALA Building + Lasserre Upgrade	Applied Science	\$50,000
	Sauder Graduate School Expansion	Sauder	\$50,000
	UBC Life Building (Old SUB Renew) - Phase 2	VP Students	\$30,000
	UBCO Composites Learning Factory	UBCO/Applied Science	\$25,000
	Total Future Academic Projects		\$311,000

	Deferred Maintenance & Seismic Upgrade Projects ¹	Faculty /Dept	Preliminary Capital Cost (\$000s)
	Frank Forward Building	Applied Science	\$21,764
	H.R. MacMillan Building Seismic Upgrade + Renewal	Land + Food Systems	\$46,000
	MacLeod Building	Applied Science	\$10,871
	Medical Block C	Science/Medicine	\$25,000
	MOA Great Hall	Arts	\$10,680
	Old Administration	Central Administration	\$2,454
	Psychology (Douglas Kenny Building)	Arts	\$40,000
	Woodward Library	Library	\$17,997
	1 - To be updated in 2018 based on results of current seismic plan update process.		
	Total Deferred Maintenance & Seismic Upgrade Projects		\$174,766

	Student Housing & Faculty /Staff Rental Housing Projects (ordered by target delivery date)	Faculty /Dept	Preliminary Capital Cost (\$000s)
	Brock Commons Phase 2	SHHS/Arts	\$121,177
	Mixed-Use Academic/University Rental Housing at Copp Site	UBCPT/VP Research	\$78,000
	Mixed-Use Academic/University Rental Housing at Gateway Site	UBCPT	\$37,000
	Armoury Commons	SHHS/Arts	\$100,000
	Walter Gage Infill - Student Residence	SHHS	\$49,000
	Totem Research Field - Student Residence	SHHS	\$124,500
	Health Sciences Commons	SHHS/Medicine	\$82,300
	Total Housing & Faculty/Staff Rental Housing Projects		\$591,977

	Athletics & Recreation Projects	Faculty /Dept	Preliminary Capital Cost (\$000s)
	Baseball Stadium	Athletics & Recreation	\$9,000
	Thunderbird Stadium Redevelopment	Athletics & Recreation	\$30,000
	UBCO Gymnasium Expansion	UBCO Athletics	\$30,000
	Total Athletics & Recreation Projects		\$69,000

	Campus Operations Projects	Faculty /Dept	Preliminary Capital Cost (\$000s)
	Bioenergy Research & Demonstration Facility Expansion	Energy & Water Services	\$14,000
	Cogeneration Plant	Energy & Water Services	\$56,000
	Rapid Transit	Campus & Community Planning	
	Total Campus Operations Projects		\$70,000

	Total Future Priorities		\$1,216,743
	Total Five-Year Capital Plan + Future Priorities		\$1,832,743

