



SUBJECT	Capital Projects Update
SUBMITTED TO	Property Committee and Finance Committee
MEETING DATE	April 7, 2021
SESSION CLASSIFICATION	Recommended session criteria from Board Meetings Policy: OPEN
REQUEST	For information only - No action requested
LEAD EXECUTIVE	Peter Smailes, Vice-President Finance and Operations
SUPPORTED BY	Andrew Szeri, Provost and Vice-President Academic, UBC Vancouver Lesley Cormack, Deputy Vice-Chancellor and Principal, UBC Okanagan Ananya Mukherjee-Reed, Provost and Vice-President Academic, UBC Okanagan Robin Ciceri, Vice-President External Relations Pam Ratner, Vice-Provost and Associate Vice-President Enrolment & Academic Facilities John Metras, Associate Vice-President Facilities Jennifer Burns, AVP Information Technology and Chief Information Officer Michael White, Associate Vice-President Campus & Community Planning Jennifer Sanguinetti, Managing Director, Infrastructure Development Aubrey Kelly, President & CEO, UBC Properties Trust

EXECUTIVE SUMMARY

Twice annually, 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. Note that while the April update normally includes financial data up to December 31, technical issues with the new Workday platform mean that accurate reporting is only available until October 31 so the report is based on data to that point.

Major Building Projects

Design and construction of approved major capital projects has proceeded through the first year of the pandemic without significant setback. There are currently sixteen major building projects in construction or design, with a total approved value of \$1,122 million. Eleven projects are on the Vancouver campus, including the Arts Student Centre, School of Biomedical Engineering Building, and the Gateway Building. Four projects are on the Okanagan campus – the Nechako Residence & Commons Block, the Skeena Residence, 1540 Innovation Drive, and the Interdisciplinary Collaboration & Innovation Building – and the Geological Field School is near Oliver, BC. As reported to the Board of Governors in June 2020, the Brock Commons Phase 2 Mixed Use Housing Development has been put on hold while the university evaluates the effects of the current pandemic on finances and liquidity. It is anticipated that this project will be brought forward for Board 3 approval in June or September 2021. A summary and detailed information on the capital project portfolio are provided in Appendices 1 and 2. Building projects completed since January 1, 2010 are included in Appendix 5 for reference.

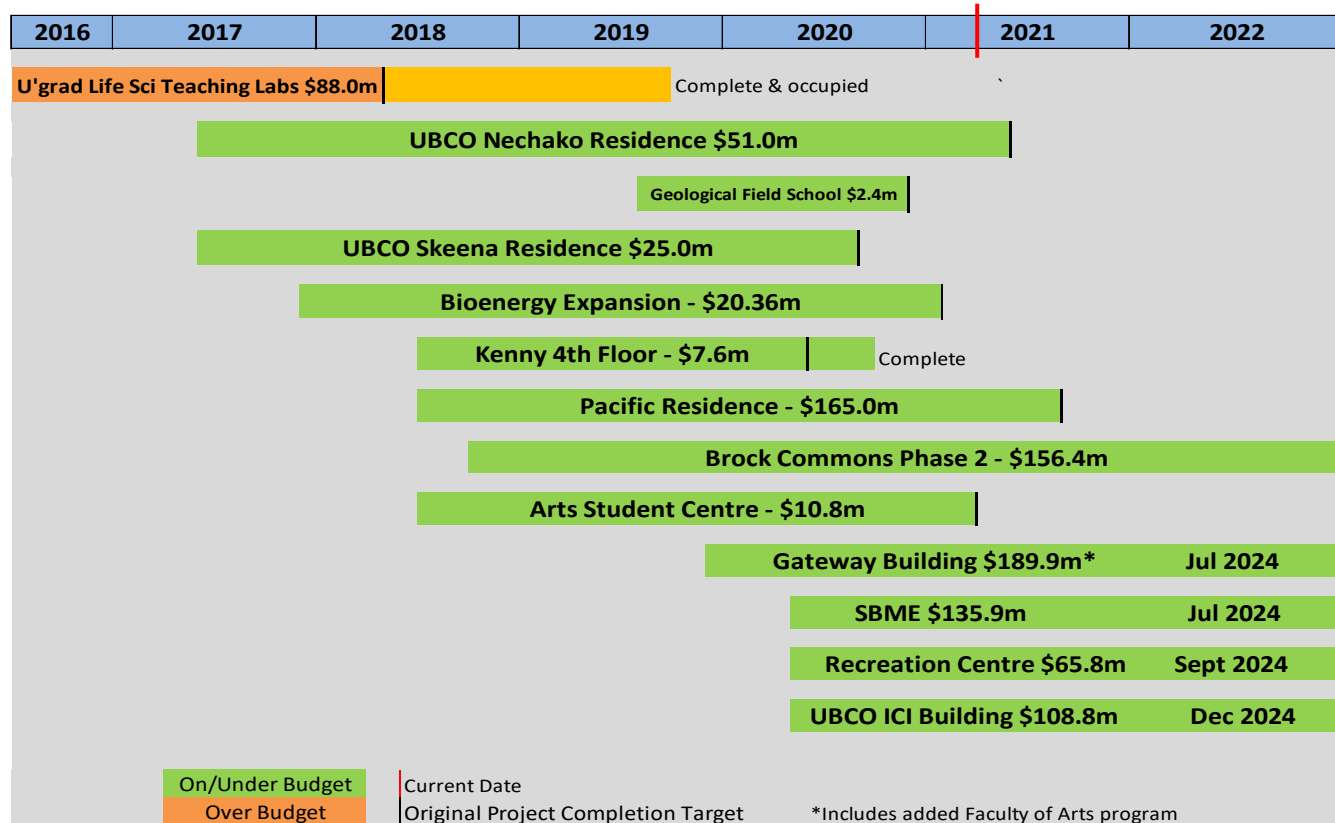
A number of projects are at or nearing completion. The UBCV Kenny 4th Floor Renovation project is nearly 100% complete with final costs approximately \$2.3 million below budget, largely due to careful project management of a budget that was developed during a period of high cost escalation. Skeena Residence occupancy was achieved in August 2020. Completion of the Geological Field School project is imminent, and the Bioenergy Facility Expansion Project is expected to complete this spring. Unexpected additional costs were incurred on the Undergraduate Life

Sciences Teaching Labs project, which was completed in fall 2019. The final cost is projected to be \$98.2 million, subject to resolution of a contract dispute with the Prime Consultant. This represents a \$10.2 million variance over the final Board-approved budget of \$88 million. Additional costs will be funded through the Operating Budget, Infrastructure Development contingency, IICs (for public realm component), Retained Risk Fund, and an Internal Loan.

The COVID-19 pandemic has created general volatility in the market and significant recent cost spikes generated by supply chain disruptions and freight pricing, which may also result in increased risk premiums in bid pricing. The construction industry anticipates a surge in construction activity when the pandemic recedes, which is expected to lead to labour shortages and cost escalation. This impact may be especially true for custom work with specific requirements, special order and offshore materials. Project management teams at both UBC Properties Trust and Project Services (Infrastructure Development) are bracing for the possibility of inflated budgets for projects being tendered in 2021, especially those with requirements that push the boundaries of standard construction. The project management teams will continue to closely monitor the situation and will adjust escalation and project contingencies as required.

The Retained Risk Fund (UBC Policy FM10 Retained Risk Policy) 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 \$8.351 million on December 31, 2020. This includes \$7.163 million for the Vancouver campus and \$1.188 million for the Okanagan campus. These balances comply with the target level for the Retained Risk Fund of 1% of the value of active projects (assuming future Retained Risk Fee contributions for projects currently in design). Since the inception of the Retained Risk funds in 2009, a total of \$13.932 million has been paid out for projects on both campuses representing 0.44% of the total value of projects undertaken during that time.

Major Building Project Status - Approved Project Budgets



Upcoming Board Approval Requests

Project Name	Apr 2021	Jun 2021	Sep 2021	Dec 2021
Brock Commons Phase 2 Mixed-Use Student Housing		Board 3		
Gateway Health Building (Nursing, Kinesiology, Integrated Student Health Services & UBC Health)	Board 2			
School of Biomedical Engineering Building	Board 2			
New Recreation Centre			Board 2	
UBCO Interdisciplinary Collaboration & Innovation (ICI) Bldg		Board 2		
Beaty Biodiversity Addition	Board 1			
UBC Downtown Kelowna		Lease Agreement		

Major IT Projects

Major information technology projects currently in planning or implementation include the Integrated Renewal Program, Application Ecosystem Program, Enterprise Data Integration and Digital Research Infrastructure. A listing of major IT projects is provided in Appendix 3.

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 \$5 million and are funded from a variety of internal sources – Building Operations, Energy & Water Services, Faculties/Departments, Student Housing & Hospitality Services, Athletics, and Parking. The Ministry of Advanced Education and Skills Training (AEST) contributes for capital maintenance of core academic facilities.

In April 2020, AEST confirmed 2020/21 funding of \$35.593 million for UBCV and \$873k for UBCO, with a notional commitment for similar funding in 2021/22 and 2022/23. AEST specifies 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 AEST and UBC on a 75%-25% basis. The Carbon Neutral Capital Program (CNCN) is separate from Routine Capital and has been at \$1.66 million for several years. This fiscal, AEST added \$1.5 million to the CNCN allocation and has indicated the amount will increase in 2021/22.

The UBC Facilities team (Infrastructure Development, Building Operations, and Energy & Water Services), in its Routine Capital Steering committee, develops specific projects for the AEST-funded routine capital program based on facility condition assessment and input from department administrators supporting building user priorities. To optimize resources, the team seeks partnership opportunities with Faculties and synergies with other infrastructure renewal and modernization requirements such as learning space upgrades, accessibility and seismic upgrades. A successful partnership with the Faculty of Arts has resulted in the phased renewal of ten floors of Buchanan Tower, with one additional floor in progress and the final floor planned for renewal next fiscal.

Most AEST-funded projects are less than \$5.0 million and consist of core building system renewals such as roof and envelope repairs, elevator retrofits, electrical infrastructure projects, fire and life safety system retrofits, minor interior refit projects (such as flooring replacements and washroom refurbishments), and utilities infrastructure improvements.

Examples of projects in this category for 2021-2022 include:

- J.B. MacDonald roof replacement - \$1.7 million
- Brimacombe atrium glazing renewal - \$500k
- Pulp and Paper Centre air handling unit replacement - \$600k
- Pharmacy and Life Sciences Centre humidification boiler - \$500k
- Freddy Wood Theatre emergency lighting & exit signs - \$245k
- Instructional Resources Centre electrical distribution renewal - \$150k
- Chemistry Physics elevator renewal - \$350k
- Campus fire alarm upgrades - \$400k

Some multi-year whole building renewal projects are also undertaken as part of the AEST-funded program to address a full range of deferred maintenance items, seismic upgrade requirements and facility modernization. These projects are larger in scope and are subject to the standard capital projects review process. Routine Capital whole building renewal projects greater than \$5 million being undertaken in 2021/22 are the MacLeod Building renewal and the Museum of Anthropology (MOA) Great Hall Renewal. These projects received Board 1, 2 3 approval in September 2020 and are included in the “Major Building Projects” summary. They are funded in the 75% AEST, 25% UBC Routine Capital Program model. UBC has received assurances from AEST that they understand the multi-year commitment that UBC is making with these larger projects and do not intend to reduce their notional funding commitment for the duration of these projects. The MacLeod project is progressing well with received tenders at or below budget. The MOA project tenders were substantially over budget and this may be an early confirmation of anticipated price spikes in specialized custom construction. Nonetheless, a decision has been made to replace the construction manager and re-tender the project.

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

- 1) Voyages Gallery: Chung Collection and Lind Collection - \$4.5m
 - Renovations on the second floor of the I.K. Barber Learning Centre to create a high profile space gallery space for these two unique, inspirational collections for research and teaching on the history of development in Western Canada. Funded by the President’s Priority Fund, Canadian Heritage, and donor funding.
- 2) Pulp and Paper Centre Renovations - \$3.2m
 - Renovations to create lab and support space for development and delivery of next-generation materials based on renewable, forest-based resources. Funded by the Faculties of Applied Science, Science, Forestry, and the Office of the Provost. Equipment is funded by CERC and CFI and is procured separately.
- 3) Faculty of Dentistry Simulation Lab - \$2.4m
 - Renovation in J.B. MacDonald to house technologically advanced patient simulators that will modernize the clinical teaching experience. Funded by Academic Capital Fund, vendor in-kind contribution, and donor funding. Simulation equipment procurement is separate.
- 4) Faculty of Medicine Office Renovations in DMCBH – \$3.3m
 - Renovation of shell space in the DMCBH for Faculty of Medicine administrative functions and dry lab research. Funded by Faculty of Medicine.

- 5) First Nations Longhouse Expansion & Library Renovation (Office of the Provost) - \$3.6m
 - Infill project to expand floor area and renovate existing library. Project funded by Office of the Provost.
- 6) Wellington MRI Lab Addition at Centre for Comparative Medicine - \$3.21m
 - Magnetic resonance imaging (MRI) suite for innovative research on traumatic brain injury. Funded through CFI/BCKDF, vendor in-kind contribution, department funding and donor funding. Imaging equipment procurement is separate.

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 Impact 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

Appendix 4 shows proposed major capital building projects currently in planning that have not yet been brought forward for Board approval. The UBC Executive undertakes an annual prioritization of major capital projects with assistance from the Capital Planning Working Group and input from campus stakeholders. This process generates an updated Five-Year Capital Plan that is submitted each year to the Provincial government. The latest Five-Year Capital Plan (2021/22 – 2025/26) was approved by the Board of Governors in June 2020 and submitted to the Province. The projects in Appendix 4 reflect this Five-Year Capital Plan and other future capital priorities.

Proposed capital projects are evaluated and prioritized using an assessment model that considers how each project contributes to the University's strategic objectives and operational performance & risk mitigation objectives. Consistent with *Shaping UBC's Next Century* the 2018-28 strategic plan, the prioritization criteria that were used in the 2020 round of capital planning are shown below:

1) University Strategic Priorities

- President's Academic Excellence Initiative – 10%
- People & Places – 15%
- Research Excellence – 30%
- Transformative Learning – 30%
- Local & Global Engagement – 15%

2) Operational Performance and Risk Mitigation

- Health & Safety (e.g. seismic risk) – 25%
- Performance & Reliability (e.g. deferred maintenance) – 25%
- Legal / Regulatory / Reputation – 25%
- Business Case – 25%

Initial prioritization is “needs-based”, therefore funding potential is not a criterion. Political and funding realities are considered separately when decisions are made on projects to be included in the Five-Year Capital Plan or approved for internal funding allocation.

Input on the capital planning process and capital priorities is sought from the following groups:

- UBCV Committee of Deans
- Okanagan Leadership Council (AVPs and Deans)
- Property & Planning Advisory Committee
- UBCV Senate Academic Building Needs Committee
- UBCO Senate Academic Building & Resources Committee
- Vancouver Subcommittee of the Council of Senates Budget Committee
- Building Operations and Energy & water Services / UBCO Campus Operations
- Alma Mater Society / UBC Student's Union Okanagan
- Graduate Student Society
- Alumni Association
- Musqueam, Okanagan National Alliance
- UBC Properties Trust (for information)

Seismic Mitigation Plan

UBC has been working through seismic assessments of a total of 59 buildings prepared by UBC's consultant ARUP, which will be used to update the campus-wide life safety index ranking. These assessments include detailed and non-detailed studies of 50 buildings and advanced 3D modelling on an additional nine buildings to determine specific structural vulnerabilities, retrofit or replacement strategies and costs. ARUP is also developing UBC-specific guidelines for seismic resilience planning for both building renewals and new construction, to be tested and refined on the MacLeod Renew and Gateway projects, and a campus wide seismic resilience framework which should assist in planning, prioritizing and applying the new guidelines. Target completion of the guidelines and campus update is June 2021.

APPENDICES

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 Plan + Future Priorities
5. Capital Projects Completed since January 1, 2010

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

As of 31 October 2020

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																			
Major Capital Buildings																			
Board 1 - In design	637,823	\$500,551	\$500,551	\$2,368	\$0	\$0	\$211,687	\$20,000	\$0	\$0	\$45,363	\$18,700	\$204,801	40.92%	\$0	\$92,167	\$0	\$1,000	\$93,167
Board 2 - In design	328,000	\$156,404	\$156,404	\$4,526	\$0	\$0	\$33,910	\$0	\$0	\$114,299	\$5,989	\$0	\$2,206	1.41%	\$0	\$33,910	\$114,299	\$0	\$148,209
Board 3 - In construction	812,064	\$464,582	\$474,701	\$234,333	\$76,027	\$42,731	\$67,007	\$14,389	\$6,330	\$237,232	\$17,858	\$4,656	\$7,394	1.56%	\$39,547	\$43,635	\$234,838	\$0	\$278,473
Complete - Board 4 pending	529,265	\$191,725	\$192,593	\$190,041	\$32,395	\$20,905	\$7,557	\$0	\$12,358	\$89,408	\$1,700	\$28,269	\$0	0.00%	\$39,547	\$6,209	\$89,408	\$0	\$95,617
Major Capital Building Projects	2,307,152	\$1,313,262	\$1,324,248	\$431,268	\$108,422	\$63,636	\$320,161	\$34,389	\$18,688	\$440,939	\$70,909	\$51,625	\$214,401	16.19%	\$79,094	\$175,921	\$438,545	\$1,000	\$615,466
Routine Capital Projects																			
Building Operations (Provincial funding)		\$35,690	\$35,690	\$23,009	\$27,188	\$0	\$8,502	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$35,690	\$0	\$0	\$0	\$0
Energy & Water Services		\$28,024	\$28,022	\$14,853	\$2,899	\$0	\$0	\$0	\$0	\$1,316	\$27,058	\$0	\$3,250	\$0	\$28,024	\$0	\$0	\$0	\$0
Faculties/Departments		\$75,053	\$74,562	\$38,017	\$1,851	\$11,844	\$0	\$0	\$0	\$0	\$61,573	\$0	\$214	\$0	\$75,053	\$0	\$0	\$0	\$0
Student Housing & Community Services		\$19,408	\$19,408	\$15,200	\$0	\$0	\$0	\$0	\$0	\$0	\$19,408	\$0	\$0	\$0	\$19,408	\$0	\$0	\$0	\$0
Athletics		\$1,816	\$0	\$36	\$0	\$0	\$0	\$0	\$0	\$0	\$1,816	\$0	\$0	\$0	\$1,816	\$0	\$0	\$0	\$0
UBC Okanagan		\$35,316	\$34,752	\$16,461	\$1,942	\$0	\$0	\$27,140	\$0	\$0	\$4,456	\$140	-\$1,638	\$0	\$35,316	\$0	\$0	\$0	\$0
Routine Capital Building Projects³		\$195,307	\$192,434	\$107,576	\$33,880	\$11,844	\$8,502	\$27,140	\$0	\$1,316	\$114,310	\$140	\$1,826	\$0	\$195,307	\$0	\$0	\$0	\$0
Infrastructure Impact Charge (IIC) Projects ⁴		\$10,547	\$96,106	\$42,036	\$5,665	\$0	\$0	\$0	\$90,441	\$0	\$0	\$0	\$0	\$0	\$0	\$96,106	\$0	\$0	\$96,106
Subtotal - Infrastructure Projects	\$1,519,115	\$1,612,788	\$580,880	\$147,967	\$75,480	\$328,663	\$61,529	\$109,129	\$442,255	\$185,220	\$51,765	\$216,227	\$0	\$274,401	\$272,027	\$438,545	\$1,000	\$711,572	
Information Technology Projects																			
Major IT Projects		\$317,750	\$317,750	\$218,962	\$0	\$0	\$317,750	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	\$317,750	\$0	\$0	\$0
Routine IT Projects		\$39,527	\$37,695	\$7,498	\$9,519	\$3,450	\$0	\$8,049	\$575	\$0	\$315	\$11,575	\$0	\$13,821	\$0	\$0	\$0	\$0	\$0
Subtotal - IT Projects⁵		\$357,277	\$355,445	\$226,460	\$9,519	\$3,450	\$317,750	\$8,049	\$575	\$0	\$315	\$11,575	\$0	0.00%	\$0	\$317,750	\$0	\$0	\$0
Grand Total	2,307,152	\$1,876,393	\$1,968,233	\$807,340	\$157,485	\$78,930	\$646,413	\$69,578	\$109,704	\$442,255	\$185,535	\$63,341	\$216,227	10.99%	\$274,401	\$589,777	\$438,545	\$1,000	\$711,572

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 \$1.28 billion per AVED facility condition database for core academic buildings (not including student housing, athletics facilities and parkades).

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

Current 2021/22 priorities identified through Five-Year Capital Plan development process including campus-wide stakeholder consultation. The capital priorities list is regularly updated to reflect latest approvals and any budget, funding and schedule changes.

Rank	ACADEMIC PROJECTS (Five-Year Capital Plan projects in red)	Faculty / Dept	Target Completion	Gross Area (sf)	Capital Cost (\$000s)	Current Status
1	School of Biomedical Engineering	Applied Science/Medicine	2024	151,305	\$135,953	Board 1
2	Gateway Building (Nursing, Kinesiology, UBC Health, Integrated Student Health Services)	Nursing/Kinesiology/UBC Health/VPS	2024	266,946	\$189,910	Board 1
3	Chemistry Lab Complex	Science	2025, 2027	274,870	\$265,800	Exec 2
4	Interdisciplinary Collaboration & Innovation Building - UBCO	UBCO Multi-Faculty	2025	165,000	\$108,848	Board 1
5	Mathematics Building	Science	2026	126,000	\$118,000	Exec 1
6	Medicine One	Medicine	2026	TBD	\$350,000	Exec 1
7	Applied One	Applied Science	2027	328,300	\$264,700	Exec 1
8	Arts at Armoury Commons	Arts	2027	110,000	\$80,000	In planning
9	J B MacDonald Dentistry Expansion	Dentistry	2028	95,000	\$80,600	Exec 2
10	UBC Downtown Kelowna Project	UBCO Multi-Faculty	2024	80,600	\$76,000	In planning
	Academic Conference Centre - Hotel	SHHS/St.John's College	TBD	TBD	TBD	Exec 1
	Asian Centre	Arts/Library	TBD	55,000	\$27,700	Exec 1
	Belkin Expansion	Arts	TBD	8,500	\$10,500	Exec 1
	Beatty Biodiversity Expansion	Science	2024	44,130	\$40,000	Exec 3
	Computer Science Expansion	Science	TBD	213,800	\$154,000	In planning
	Digital Learning Factory - UBCO	UBCO/Applied Science	2024	140,000	\$78,000	Exec 1
	Food and Beverage Innovation Centre	Land & Food Systems	TBD	10,000	\$10,000	Exec 1
	Forestry Expansion	Forestry	TBD	50,000	\$37,500	Exec 2
	Future Academic Building - UBCO	UBCO Multi-Faculty	2028	130,000	\$104,000	In planning
	Geography Building	Arts	TBD	90,000	\$70,000	In planning
	Innovation Hub	VP Research	TBD	73,873	\$45,000	Exec 2
	Learning Exchange	VP External	TBD	11,000	\$13,000	Exec 2
	Music Replacement + Expansion	Arts	TBD	157,000	\$176,600	Exec 1
	Physical Therapy & Occupational Therapy - Surrey Expansion	Medicine	2022	25,930	\$30,000	In planning
	Sauder Graduate School Expansion	Sauder	TBD	142,000	\$105,000	Exec 2
	School of Public Policy & Global Affairs	Arts	TBD	48,200	\$38,900	In planning
	The Hive @ UBC Farm	Land + Food Systems	2023	62,054	\$33,000	Exec 3
	Technology Enterprise Facility 4 (TEF 4) - UBC Properties Trust	Central, Facilities	2022	103,550	\$23,669	On Hold
	Vancouver Off-Campus Presence	VP External	TBD	35,000	\$30,000	Exec 2
	Total Academic Projects			2,998,058	\$2,696,680	

Board-approved Five-Year Capital Plan projects shown in red. Plan submitted to AEST in June 2020.

Target completion dates are dependent on project funding.

STUDENT EXPERIENCE PROJECTS	Faculty /Dept	Target Completion	Gross Building Area (sf)	Preliminary Capital Cost (\$000s)	Current Status
Armoury Commons (1,000 beds)	SHHS/Arts	TBD	TBD	\$120,000	In planning
Totem Park East / Totem Field (700 beds)	SHHS	TBD	TBD	\$119,000	In planning
Place Vanier Infill (700 beds, 2024/25)	SHHS	TBD	TBD	\$30,000	In planning
St. John's College Graduate Residence Expansion (100-150 beds)	St. John's College/SHHS	TBD	TBD	\$25,000	In planning
Recreation Facility	Athletics & Recreation	TBD	100,933	\$64,000	Board 1
War Memorial Gym Renewal	Athletics & Recreation	TBD	96,284	TBD	In planning
Thunderbird Stadium Redevelopment	Athletics & Recreation	TBD	57,500	\$50,000	Exec 1
Integrated Performance Centre (Strength & Conditioning)	Athletics & Recreation	TBD	12,000	\$9,000	In planning
UBCO Gymnasium Expansion	UBCO Athletics	TBD	TBD	\$30,000	In planning
UBCO New Field House	UBCO Athletics	TBD	2,300	\$16,000	Exec 1
Total Student Experience Projects			269,017	\$463,000	

CAMPUS OPERATIONS, SUSTAINABILITY AND RESILIENCE PROJECTS	Faculty /Dept	Target Completion	Gross Building Area (sf)	Preliminary Capital Cost (\$000s)	Current Status
Campus Energy Centre - Campus Energy Resilience Expansion	Energy & Water Services	TBD	TBD	\$56,000	In planning
Diesel Fuel Storage Facility (Seismic Resilience Project)	Building Operations	TBD	TBD	\$5,000	In planning
	Subtotal			\$61,000	
Seismic Upgrade Projects					
Anthropology & Sociology Building	Arts	2027	35,327	\$31,000	In planning
Bookstore	VP Students	TBD	TBD	TBD	In planning
Chemistry Block A - Chemistry/Physics	Science	2029	84,012	\$0	In planning
Chemistry Block B - Chemistry East	Science	2032	57,834	\$0	In planning
Civil & Mechanical Engineering (CEME) Building	Applied Science	2031	103,538	\$138,000	In planning
Douglas Kenny Building (Psychology)	Arts	2034	103,473	\$155,000	In planning
Frank Forward Building	Applied Science	2025	85,433	\$0	In planning
H.R. MacMillan Building	Land + Food Systems	2034	149,037	\$204,000	In planning
Jack Bell Building (Social Work)	Arts	2032	30,871	\$20,000	In planning
J.B. MacDonald Building	Dentistry	2029	79,018	\$0	In planning
Leonard S. Klinck Building	IT/Science	2036	115,421	\$0	In planning
Lower Mall Research Station (LMRS)	Science/SpSci/Kin	2033	71,354	\$87,000	In planning
MacLeod Building	Applied Science	2023	79,061	\$0	In construction (routine capital program)
Medical Block C	Science/ Medicine	2029	43,239	\$59,000	In planning
Museum of Anthropology	Arts	2023	123,645	\$0	In design (routine capital program)
Music Building	Arts	2028	74,475	\$0	In planning
Robert Osborne Centre - Unit 1	Kinesiology	2037	54,874	\$51,000	In planning
Robert Osborne Centre - Unit 2	Kinesiology	2037	49,396	\$71,000	In planning
Woodward Library	Library	2025	83,711	\$51,000	In planning
	Subtotal Seismic Resilience		1,423,720	\$867,000	
	Total Campus Operations, Sustainability and Resilience Projects			\$928,000	

	Total Future Capital Priorities			\$4,087,680	
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