

**CAPITAL
BUDGET**
2020-2021



St. Lawrence
College

Board of Governors Agenda Item Submission Form

Action Required:

Discussion *(Section E not applicable)*

Public

Decision *(Complete Section E)*

In-Camera

DATE: **Tuesday, February 18, 2020**

FROM: **Patricia Kerth**

**SUBJECT: 2020-2021 Strategic Capital & Infrastructure Budget and Five
Year Capital Plan**

A. Purpose

To recommend approval of the Strategic Capital & Infrastructure Budget for the 2020-2021 fiscal year and to review the five-year capital plan.

B. Background

The Strategic Capital and Infrastructure Plan is facilitated by Facilities Management Services (FMS) and involves a tri-campus Capital Planning Committee with the mandate to develop a strategic capital plan that maximizes value and serves the best interests of the College. This committee consists of tri-campus Deans, and key directors and managers. The committee met three times between September 2019 and December 2019 to create the proposed 2020-2021 capital budget and five-year capital plan. Projects are ranked based on a risk-based capital prioritization approach.

The College Executive Team (CET) reviewed the proposed capital plan and considered the current and long-term strategic requirements of the college. The CET approved the project lists and the capital budget at their January 29th meeting.

Deferred Maintenance and Status of our Facilities

Consistent with other colleges, St. Lawrence has aging infrastructure with some buildings constructed over 50 years ago. We know that deteriorating and/or outdated college facilities do not support effective learning and working environments, and are not energy efficient. The 2010 annual report of the Auditor General of Ontario stated

that the “ongoing funding for maintenance of existing facilities has not been sufficient to maintain the aging college infrastructure, and the backlog of deferred maintenance is increasing.” The Province is taking steps to address the funding shortfall for capital renewal, however decades of underfunding has resulted in a growing deferred maintenance backlog that is challenging to address in the short or medium term. According to Colleges Ontario, “The deferred maintenance backlog currently stands at about \$1.5 billion and is expected to grow to more than \$3 billion in a decade, without significant new investments”.

St. Lawrence College’s current deferred maintenance is approximately \$71.1 million. We are budgeting to receive \$594K in Facility Renewal Program funds from the Ministry. The Association of Physical Plant Administrators (APPA) recommends an annual investment of 1.5% to 2.5% of the replacement value of a facility for repairs and upgrades. For St. Lawrence, this would translate into a facility renewal budget of \$5M to \$ 8.5M on an annual basis. Because of decades of provincial underfunding and our own fiscal constraints, we have not been able to provide this level of facility investment.

We are now in a position where many critical assets including mechanical systems, envelope, windows and plumbing have reached or are nearing the end of their useful life. The college uses a standard facility management benchmark, the facility condition index (FCI), to objectively assess conditions of our building assets. An FCI greater than 10% is considered poor. As indicated in the table below, the FCI for each of our campuses is greater than 10%.

Facility Condition Summary: Campus Buildings					1.50%	2.50%
					Recommended Annual Budget	
Facility	Size (m2)	Total Replacement Value	FCI Cost	FCI	Low (1.5% CRV)	High (2.5% CRV)
Kingston Campus	50,411	\$ 168,212,981	\$ 41,377,425	0.25	\$2,523,195	\$4,205,325
Brockville Campus	11,600	\$ 36,607,771	\$ 14,452,649	0.39	\$549,117	\$915,194
Cornwall Campus	20,774	\$ 74,472,345	\$ 13,090,398	0.18	\$1,117,085	\$1,861,809
	82,785	\$ 279,293,097	\$ 68,920,472	0.25	\$4,189,396	\$6,982,327

Facility Condition Summary: Residence Buildings					1.50%	2.50%
					Recommended Annual Budget	
Facility	Size (m2)	Total Replacement Value	FCI Cost	FCI	Low (1.5% CRV)	High (2.5% CRV)
Kingston Residence	14,034	\$ 46,155,341	\$ 1,693,712	0.04	\$692,330	\$1,153,884
Brockville Residence	1,621	\$ 4,814,878	\$ 413,767	0.09	\$72,223	\$120,372
Cornwall Residence	2,045	\$ 6,848,024	\$ 170,554	0.02	\$102,720	\$171,201
	17,700	\$ 57,818,243	\$ 2,278,033	0.04	\$867,274	\$1,445,456

A strategic approach to determining capital priorities as well as increased capital funding from College operations is required to meet current and future academic programming and operational needs.

C. Discussion/Options

The capital budget has the following capital funding sources:

Ministry of Colleges and Universities

The following funds have specific Ministry criteria and approval processes.

College Equipment Renewal Fund (CERF): \$593,000 (unconfirmed for 2020-2021)

A funding source provided by MCU for academic equipment renewal.

Apprenticeship Enhancement Fund (AEF): \$348,930 (unconfirmed for 2020-2021)

AEF provides support for equipment as well as renovations to support apprenticeship programming.

Facility Renewal Program (FRP): \$593,800 (unconfirmed for 2020-2021)

FRP funding is for deferred maintenance projects excluding Ancillary operations such as Residences.

Non-Ministry Grants and Contributions

This includes funds from Grants and donations to the college.

- Tri-campus Electric Vehicle (EV) Charging Stations: The College has been successful in an \$110,000 grant from NRCan to contribute to the purchase and install of electric-vehicle (EV) charging stations across the three campuses.

Non-Funded Capital (\$ 6,349,500 recommended)

Non-Funded Capital from College operating funds and supports the following:

- Facility renewal projects
- Information Technology Infrastructure and equipment upgrades,

Ancillary Operations (Parking, Residences, Food Services and Conference Services) are funded through their respective operations and through the College's internally restricted reserves.

Student Fees (\$165,000 confirmed)

A mandatory student fee for Information Technology (IT) renewal is collected annually from students. This fee has been collected for two years and is approximately \$165,000.

Historical Total Capital Funding and Breakdown for Comparison

The following table provides a breakdown and the total capital funding for the past five years. The 2019-2020 non-funded capital was higher than previous years due to the Kingston cafeteria renovation project. The College will continue to pursue funding opportunities and to increase capital investments from operating.

Year	Funding Sources				Total
	Ministry Funded	Grants & Contributions	Non-Funded	Student Fees	
2019/20	1,213,598	935,500	6,409,398	165,000	\$ 8,723,496
2018/19	1,587,231	198,037	3,581,809	165,000	\$ 5,532,077
2017/18	435,133		3,569,712		\$ 4,004,845
2016/17	839,431		2,574,171		\$ 3,413,602
2015/16	939,972	96,000	2,494,435		\$ 3,530,407

2020-2021 Recommended Capital Budget

The following table summarizes the 2020-2021 recommended capital budget.

Category	Funding Sources						Total
	Ministry Funded			Grants & Contributions	Non-Funded	Student Fees	
	FRP	CERF	AEF				
Table 1: Facility Renewal	593,800				3,156,000		\$ 3,749,800
Academic Equipment		593,000		TBD			\$ 593,000
Apprenticeship Equipment			348,930				\$ 348,930
Table 2: Information Technology					1,753,000	165,000	\$ 1,918,000
Table 3a: Parking				110,000	828,000		\$ 938,000
Table 3b: Food Services					50,000		\$ 50,000
Table 3c: Residences					562,500		\$ 562,500
Sub-Total	593,800	593,000	348,930	110,000	6,349,500	165,000	\$ 8,160,230
Deferred from 2019/20 - Kingston cafeteria renovation					1,000,000		\$ 1,000,000
Total	\$ 593,800	\$ 593,000	\$ 348,930	\$ 110,000	\$ 7,349,500	\$ 165,000	\$ 9,160,230

2020-2021 Capital Plan Highlights

Facility Renewal:

- *Brockville Health Centre:*
To better serve our students, a health centre will be constructed on the Brockville campus. This will also allow for the co-location of accessibility and counseling services.
- *Brockville: Third Floor Design*
The college's long-term tenant, T.R. Leger, has moved from the Brockville third floor. This has created an opportunity to reimagine what this floor can be and how it can best serve the Brockville campus. A review of the integrity of the blue wing building is currently underway. If the building viability assessment is positive then the design work will go forward and the College will come back to the Board of Governors to discuss a possible renovation. A design will be developed to address deferred maintenance (envelope, roof, mechanical system, and elevator) and to provide for improved space utilization for both administrative and academic purposes.
- *Cornwall Gymnasium Floor Replacement:*
The Cornwall gymnasium floor is at the end of its useful life. This renovation will refresh the space and provide a safe recreation surface.
- *Kingston Grey Wing Office Intensification Project:*
This project will provide office intensification providing space for four additional employees, provide for a larger V-Desk and a mid-sized meeting room.
- *Cornwall Welding Shop Renewal:*
This project will revitalize the Cornwall welding shop and will include mechanical systems upgrade and an enhanced ventilation system.
- *Kingston Blue Wing Replacement and Additional Classroom Design:*
The Kingston Blue Wing was constructed as a temporary building. It has an FCI of 0.43 and is past its useful life. The foundations are cracked and water is infiltrating. The mechanical systems are old and very inefficient. The operation maintenance costs are increasing as equipment failures become more frequent. This redesign would be a minimum of two floors that would provide for a refurbished technology and trades wing, with additional classrooms. The construction capital project is anticipated for the subsequent year (2021-2022 fiscal year).

Information Technology:

In addition to standard renewal, the Kingston data centre will have the server and storage units replaced. The College is reviewing a plan for a cloud strategy for our data centre in the future.

Ancillary:

- *Kingston Cafeteria:*
Approximately \$1 million has been deferred from the 2019-2020 capital year to complete the service area section of the Kingston cafeteria renovation. This delay enabled stakeholder engagement.
- *Cornwall Parking:*
Renovate the Cornwall north-parking lot to reduce water ponding and improve lighting.
- *Tri-Campus Electric Vehicle (EV) Charging Stations:*
The college has been successful in an NRCan grant to provide \$110,000 towards an anticipated \$250,000 project to install 20 EV charging stations across the three campuses.
- *Kingston Residence Improvements:*
The Kingston campus will receive an elevator upgrade and heating unit replacements in Phase 1. Two floors in Phase 2 will receive a renovation of finishes.

Five-Year Capital Plan

The Capital Planning Committee and the CET will review and modify the five-year strategic plan as new information and/or new funding is received.

Appendix A provides a breakdown of the five-year capital budget into the following tables:

Facility Renewal Capital Projects:

- Table 1a: 2020-2021 Five- Year: Facility Renewal Capital Projects (FRP Funded)
- Table 1b: 2020-2021 Five - Year: Facility Renewal Capital Projects (Non-Funded)

Information Technology Capital Projects:

- Table 2: 2020-2021 Five-Year: Information Technology Capital Projects

Ancillary Capital Projects:

- Table 3a: 2020-2021 Five-Year: Ancillary - Parking
- Table 3b: 2020-2021 Five-Year: Ancillary - Food Services
- Table 3c: 2020-2021 Five-Year: Ancillary - Residences
- Table 3d: 2020-2021 Five-Year: Ancillary - Conference Services

D. Financial/Human Resource Implications

Financial Implications:

1. *Unconfirmed Funding for AEF, CERF and FRP:*

The anticipated total funding for AEF, CERF and FRP for 2020-2021 has been estimated to be the same as for 2019-2020 (\$1,535,730).

2. *Financial implications of increased budget*

In 2019-2020, the approved non-funded capital was \$6,409,398. The 2020-2021 non-funded capital request is \$6,349,500 (plus approximately \$1 million deferred from 2019-2020 for the Kingston cafeteria service area renovation project).





Annual amortization has been incorporated into the College's long-term operating forecast and will be included in the 2020-2021 Operating Budget.

Human Resource Implications

The college has the appropriate resources to manage the priorities of the 2020-2021 capital plan. Facility Management Services (FMS) will continue to deliver infrastructure projects and planning activities, ITS will focus on their respective infrastructure and equipment initiatives and the respective academic leads are tasked with procuring academic equipment identified on the CERF and AEF priority lists.

E. Risk Register Impact

How will the College's Risk Register be impacted?

Risk Sub-Category	Risk Impact Category	Residual Rating	Target Rating	Describe likely magnitude of impact
<i>Potential for programming, laboratories to fail meet regulatory requirements. B16</i>	<i>Regulatory</i>			<i>Academic programming facilities must meet regulatory requirements to ensure programs can continue to run. This risk is mitigated by the careful consideration of all capital requirements by a cross-functional Strategic Capital and Infrastructure Planning Committee</i>
<i>Potential for physical property and equipment to not meet required safety standards/codes or requirements to sustain the operational activities and supported systems. B6</i>	<i>Regulatory/Operations</i>			<i>College infrastructure and equipment must be monitored and evaluated to ensure code compliance and timely capital replacements occur. Numerous assessments on the College's capital inventory have provided expert guidance on a renovation/replacement schedule. This risk is mitigated by the careful consideration of all capital requirements by a cross-functional Strategic Capital and Infrastructure Planning Committee.</i>

<p><i>The potential for not achieving a balanced Budget. B3.</i></p>	<p><i>Financial</i></p>			<p><i>The College has a large amount of facility deferred maintenance and equipment replacements. The total requirements must be prioritized on a risk basis so capital funding can be budgeted appropriately.</i></p>
--	-------------------------	---	--	--

F. Recommendation(s)

That the Finance and Operations Committee recommends that the St. Lawrence College Board of Governors approve the 2020-2021 Capital Budget as presented.

The five-year capital forecasts are for discussion only.

PLEASE NOTE: In light of COVID 19 and the subsequent closure of our campuses, some projects have or will be deferred to mitigate the financial impact to the College.

APPENDIX A: ST. LAWRENCE COLLEGE FIVE-YEAR STRATEGIC PLAN

Facility Renewal Capital Projects:

- Table 1a: 2020-2021 Five- Year: Facility Renewal Capital Projects (FRP Funded)
- Table 1b: 2020-2021 Five - Year: Facility Renewal Capital Projects (Non-Funded)

Information Technology Capital Projects:

- Table 2: 2020-2021 Five-Year: Information Technology Capital Projects

Ancillary Capital Projects:

- Table 3a: 2020-2021 Five-Year: Ancillary - Parking
- Table 3b: 2020-2021 Five-Year: Ancillary - Food Services
- Table 3c: 2020-2021 Five-Year: Ancillary - Residences
- Table 3d: 2020-2021 Five-Year: Ancillary - Conference Services

**Table 1a: Facility Renewal Capital Projects
(FRP Funded)**

Campus	Department /School	Component	Details/Rationale	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
T	FMS: Accessibility	Accessibility Upgrades	Accessibility upgrades to facilities: classrooms, entrances, offices, etc. Prioritized based on accessibility audit which was completed in 2018-19.	\$ 35,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
C	FMS	Window Replacement	Moulinette windows (circa 1983) are past their 30 year useful life. Design, Investigation and replacement. Year 1 Design/Investigation/Mock-ups.	\$ 83,800	\$ 150,000	\$ 150,000		
T	FMS Renewal	Classroom renewals	Upgrade flooring/paint/ceilings/furniture etc. Multi-year ongoing	\$ 150,000	\$ 65,000	\$ 200,000	\$ 100,000	\$ 150,000
T	FMS: Renewal	Mechanical	Many large mechanical systems require replacement, energy savings subsidies apply if equipment replace before failure. Address energy capital via ESCO. Design Year 20-21 Multi-year ongoing	\$ 25,000	\$ 125,000		\$ 400,000	\$ 200,000
K	FMS	Generator	Generator switch gear is at end of useful life and in need of renewal. Estimate based on Cornwall replacement this year.	\$ 100,000				
T	FMS: Renewal	Washroom Renewal	Outdated and at end of life but still functioning.	\$ 200,000	\$ 160,000	\$ 150,000		\$ 150,000
Sub-Total FRP:				\$593,800	\$ 600,000	\$ 600,000	\$ 600,000	\$600,000

Table 1b: 2020-2021 Five Year Facility Renewal Capital Projects (Unfunded)

Campus	Department /School	Component	Details/Rationale	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
B	FMS Renewal	Fire Alarm Upgrades	\$40K 2019 Brockville • Aged infrastructure/ renewal necessary. Products not being supported after 2018. Residence upgrades planned for same time for efficiencies.	\$ 65,000				
T	FMS: Renewal	Roofs/envelope	Prioritize and target aged and failed roof sections, Investigation, repair of critical areas and design 2020-21 Multi-Year renewal	\$ 70,000	\$ 600,000	\$ 650,000	\$ 500,000	\$ 600,000
C/K	Cornwall - Trades (Welding Shop)	Welding Shop Renewal	Revitalize the Cornwall Welding shop that is in need of renewal and improve mechanical systems. Ventilation system not exhausting all fumes and products of combustion from the space which is a hazard for all occupants. Kingston exhaust system is in poor condition and allowing fume build-up within the space as well as infiltrates surrounding areas. Design completed for Kingston.	\$ 450,000				
C	FMS Renewal - Aultsville Theater	Loading Dock & Rear Stage Entrance (Aultsville Theatre)	Repair damaged concrete and stairs and railings at loading dock and rear entrance to stage. \$30K Rear entrance area. Design completed. Cost floor is in need of replacement	\$ 30,000				
C	Athletics - Gymnasium Floor	Gymnasium Floor	due to end of life and thinning from regular maintenance and water damage	\$ 45,000				
B	Student Services - New Health Centre	Student Health Centre	Brockville Campus currently does not have a Health Centre for students. Enrollment has risen from 326-1100 with a potential for 1250 in 2020-21 Academic Year. International students are being bussed to Kingston for Health Services for primary care and our domestic students are also finding it difficult to access primary	\$ 550,000				
T	Marketing, Communications, Recruitment (outdoor Entrance Signs)	TriCampus Exterior Digital Signs	Replace aging exterior signs which are subject to continued maintenance and extended periods of no display. Total \$176K. Estimate provided by IT/M&R. 88k - Kingston: 44k	\$ 176,000				
B	FMS - Brockville Entrance	Exterior Doors/Windows	Front entrance and other doors are in poor condition and need replacement. Front Entrance needs improvements and design (Design 2020-21)	\$ 30,000	\$ 25,000	\$ 300,000		
T	FMS - Tricampus Wayfinding	Wayfinding Signage	Wayfinding upgrade across the college tri-campus. Pending Branding confirmation. FMS is currently working on a tri-campus wayfinding solution/standardization.	\$ 40,000	\$ 30,000			\$ 30,000
B	Brockville Gym Locker Room Upgrade	Gym Locker Rooms Renewal	Provide a modest upgrade to the Brockville gymnasium change rooms. Men's: Install lockers, divide open showers into 3 individual showers and replace fixtures. Women's: replace fixtures, install lockers. Replace tile.	\$ 50,000				
C	Cornwall Level 2 Science Lab	Implementation and build of a level 2 Science Lab	Create a level 2 lab space at the Cornwall Campus. Explore all options in regards to program delivery including potential partnership with River Institute (20-21 design).	\$ 30,000	\$ 300,000			

Table 1b: 2020-2021 Five Year Facility Renewal Capital Projects (Unfunded) Continued

Campus	Department /School	Component	Details/Rationale	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
K	Grey Wing Office Intensification Project	Improve Space Utilization in Executive Wing and Empire Board Room	Design efforts are currently underway to improve space utilization in the grey wing office suite and the Empire Board Room. The intent of this initiative is to consolidate staff, enlarge the V-Desk and provide additional right-sized meeting space. . Provided is an estimate of construction costs based on schematic design. The final construction costs will be determined at tender.	\$ 800,000				
K	Blue Wing	Blue Wing Replacement and Additional Classroom Design	Blue Wing Design: Blue Wing is past its useful life. The foundations are cracked and water is infiltrating. The mechanical systems are old and are very inefficient. The operation maintenance costs are increasing as equipment failures become more frequent. It is anticipated that this redesign would be a minimum of two floors that would also provide for additional classrooms. This is a broad estimate and the final design cost will depend on the academic plan and growth estimates. Project budget to be determined once academic programming needs and design is finalized.	\$ 220,000				
K	Student Services	Integrated Test Centre	Existing Test Centers for standard and accommodated testing. ,Students success is considered to be at risk and complaints are a concern. To align with provincial guidelines an accessible washroom should be available within the test centre. This would also reduce the required number of proctors needed. Potential options are being explored but it is a challenge due to the high utilization rate of classrooms and lack of space. Estimated budget is based on estimated \$/ft2.	\$ 600,000				
K	Level 3 and 4 Glengarry Hall	Third and Fourth Floor Glengarry Hall	Design for the refurbishment of the third and fourth floor of Glengarry Hall. This would be an opportunity to right size classrooms, increase flexibility and modernize classroom and office spaces and to replace the mechanical system to reduce operating costs and GHG emissions. The design would provide an estimated costs for renovation.		\$ 150,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
B	Blue Wing	Third Floor Blue Wing Renewal	A design is currently underway. A cost estimate can be provided once the design is completed. It is anticipated that the work will include asbestos removal, envelope, roof renovations, mechanical system upgrade, new elevator, office and academic space.		\$ 3,000,000			

Table 1b: 2020-2021 Five Year Facility Renewal Capital Projects (Unfunded) Continued

Campus	Department /School	Component	Details/Rationale	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
K	Faculty of Applied Science	Tan Wing Redesign and Refurbishment (inclusive of Health Sciences Labs)	All of the Applied Science/Health Science Labs located in the Tan Wing are in need of renovation. There has also been ongoing discussions related to the potential reuse of the lecture theater. It is proposed that the dated Tan Wing is in need of a revisioning and redesign to ensure that the use of the space is maximized, mechanical systems are renewed and the spaces meet the modern academic needs of students. This will also be an opportunity to revisit admin office spaces in this area. Design in Year 1. Class B estimate to be provided with design.		\$ 220,000	\$ 2,000,000	\$ 1,000,000	\$ 1,000,000
K	FMS: Glengarry Hall	Glengarry: Window Replacement	Replacement of windows on the 3rd and 4th floor of Glengarry. Moved out to consider campus master plan & overall work needed in Glengarry. Minimal abatement included.			\$ 850,000		
B	FMS	Brick cladding and Foundations	The brick cladding on the east side near the gymnasium (Blue wing) is spalling and the foundation has failed with holes existing in the block below the brickwork. Repair and replacement is needed. Rear of tan wing as well.		\$ 160,000		\$ 200,000	
B	FMS	Accessible Ramp	Current access to west side of building is creating a H&S concern and there needs to be a ramp constructed to move pedestrians away from the loading dock area. Other options to be considered. Operational issues being explored to mitigate risk.			\$ 165,000		
C	FMS	Rear Patio	Reclamation, removal or partial removal of rear concrete patio which is subject to failure, spalling surface and H&S concerns. In the interim tripping issues should be dealt with through patching any spalling concrete.			\$ 40,000		
B/C	Student Services	Test Centres	Renovate space, add furniture renew computers and IT		\$ 60,000	\$ 60,000		
T	FMS Renewal	Classroom renewals	Upgrade flooring/paint/ceilings/furniture etc. Multi-year ongoing		\$ 85,000		\$ 300,000	\$ 50,000
Total Facility Renewal Capital Projects (Unfunded):				\$ 3,156,000	\$4,630,000	\$ 5,065,000	\$3,000,000	\$ 2,680,000

Table 2: 2020-2021 Five Year Information Technology Capital Projects					Year		
Campus	Type	Details/Rationale	2020-2021	2021-2022	2022-2023	2022-2023	2023-2024
T	Admin Laptop Replacement	4 year life cycle replacement	\$41,000	\$50,000	\$50,000	\$50,000	\$50,000
T	Academic Computer Lab Technology Renewal	4 year life cycle replacement; Increases due to ATI lab inclusion	\$509,000	\$445,200	\$425,000	\$548,000	\$509,000
T	Academic - Regular Classroom Technology Renewal	4 year life cycle replacement of podiums, projectors, smartboards	\$144,000	\$75,000	\$75,000	\$75,000	\$75,000
T	Administrative Desktop Renewal	4 year life cycle replacement	\$125,000	\$200,000	\$200,000	\$200,000	\$200,000
T	PhotoID Printers & Encoder (Staff cards)	7 year life cycle replacement	\$21,000				
T	Smartboard renewal (IT Service Desk sign-out)	Replacing old TV Carts booked out for special events and classes with RevTouch interactive panels	\$17,000				
T	Board Room Technology Upgrades	RevTouch interactive panels for Cornwall River Room and Kingston	\$61,000				
K	Hello Future spaces - technology renewal for Smartboards	Renewal for 40+ Smartboards deployed as part of Hello Future				\$120,000	
K	Server and Storage Renewal	Replacement of all 6+ year server and storage units in the data centre	\$600,000				
T	Network Renewal	UPS closets in Brockville and Cornwall. Kingston network closet upgrades, Wifi6 phase 1	\$400,000	\$500,000	\$500,000	\$500,000	\$500,000
Total			\$1,918,000	\$1,270,200	\$1,250,000	\$1,493,000	\$1,334,000

Table 3a: 2020-2021 Five Year: Ancillary - Parking								
Campus	Department/School	Component	Details/Rationale	Year				
				2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
K	FMS Parking Renewal	Sidewalk & Drainage	Replace deteriorated sidewalk to residence & repair asphalt crosswalk area & at loading area. Safety Risk and not accessible	\$83,000				
T	FMS: Parking Renewal	LED Light Standards	Increased Life, Increase energy efficiency		\$50,000			
K	FMS Parking Renewal	Bus Entrance Lane and Intersection	Upgrade surface Sidewalk needed for safety reasons. Repairs and design 2020-21	\$50,000	\$300,000			
C	FMS: Parking	North Parking Lot	Upgrade parking lot, reduce ponding and lighting improvements	\$525,000				
T	FMS: Parking Renewal	Aged Infrastructure	Prioritize and upgrade parking lot areas by need	\$30,000	\$225,000	\$250,000	\$250,000	
B	FMS Parking Renewal	East Parking Lot	East Parking lot is sinking with pot holes occurring. Repair area at Pay machine Yr 1, Design in year 2 and replacement in stages				\$35,000	\$300,000
T	FMS EV Charging Stations	EV Charging Stations	Successful in NRCan Funding (\$110,000) College provide \$140,000 for a total project of \$250,000	\$140,000				
Total: Ancillary Parking Capital Projects:				\$828,000	\$575,000	\$250,000	\$285,000	\$300,000

Table 3b: 2020-2021 Five Year: Ancillary - Food Services									
Campus	Department/ School	Component	Details/Rationale	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	
T	Food Services	Equipment Renewal	Continued renewal of kitchen equipment	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	50,000	
Total: Ancillary Food Services Capital Projects:				\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	

Table 3c: Ancillary - Residence Capital Projects

Campus	Department/ School	Component	Details/Rationale	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
K	Residence Phase 1	Elevator	Elevator Upgrade due to failing system and breakdowns. (Hydraulic Elevator) TKE Assessment Confirmed poor condition. Design/assessment year 1 and remedial work in year 2. Cylinder Replacement may not be required however included.	\$ 194,000				
K	Residence: Phase 1 and 2 from 2019- 2023	Replace 267 Carrier PTAC units. Installed in 1997 in Ph 1 and 2003 in Ph 2.	Heating and cooling system replacement: Phase 1: 164 units @\$1400; Phase 2:103 units - Potential to include in ESCO arrangement. Renewal program for all campuses	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000
K	Residence: Phase 2	Replace finishes, carpet and tile as well as lighting in corridor	Original since 2003; Does not include room furniture; Includes: paint, carpet, appliances, locksets (all levels), toilets. 3rd and 4th floors (Lower 2 floors renewed in summer 2017) Estimate based on previous project.	\$ 258,500				
B	Student Residences	Fire Alarm	Upgrade Fire Alarm system as per Siemens Report of May 23 2017 B-2019 Aged infrastructure/ renewal necessary. Products not being supported after 2018.	\$ 30,000				
K	Residence	Heat Recovery for AHUs	Cooling project to be completed which did not have sufficient funding in 2017 upgrade. Needed to maintain/control humidity as well and reduce risk of mold growth currently seen on levels 1 and 2 if special measures not implemented		\$ 75,000			
K	Residences Phase 3	Upgrading of finishes including flooring, paint, ceiling tiles, lighting.	Upgrades/replacement of interior finishes, paint, flooring, lighting, furniture, and plumbing fixtures as needed. Based on 2 floors per year of 6 storey building.		\$ 375,000	\$ 375,000	\$ 390,000	
B	Residences	PTAC Renewals	Replace a total of 24 PTAC units			\$ 20,000	\$ 20,000	
C	Residences	Flooring Renewal	Replace carpet in residence rooms and corridors 2 floors. (1/2 floor area per summer)			\$ 60,000	\$ 60,000	
C	Residences Phase 3	Air Conditioning	Air conditioning needed for residence rooms which currently have no AC. Engineer review and design in year 1		\$ 20,000	\$ 100,000	\$ 50,000	
K	Residences Phase 1	Roofing	Roof Shingles are continually blowing off the roof and will create problems with water infiltration if not addressed, even though the roof is approximately (only) 10 years old.				\$ 60,000	
K	Residences Phase 1	Carpet	Carpet Flooring is in poor condition and due for replacement in corridors 2022-23 Floors 3 and 4, and levels 1 and 2 the following year			\$ 100,000	\$ 25,000.00	
Total: Residences Ancillary Capital Projects:				\$ 562,500	\$ 550,000	\$ 735,000	\$ 685,000	\$ 80,000

Table 3d: Ancillary - Conference Services								
Campus	Department/ School	Component	Details/Rationale	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
K			Upgrades	\$ -	\$ -	\$ 30,000	\$ 30,000	\$ 30,000
Totals				\$ -	\$ -	\$ 30,000	\$ 30,000	\$ 30,000



St. Lawrence
College