

CAPITAL BUDGET

2021-2022



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 16, 2021**

FROM: **Megan Sheppard**

SUBJECT: 2021-2022 Strategic Capital & Infrastructure Budget and Five-Year Capital Plan Forecast

A. Purpose

To recommend approval of the Strategic Capital & Infrastructure Budget for the 2021-2022 fiscal year and to review the five-year capital plan forecast.

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, key directors and managers. The committee met three times between October 2020 and December 2020 to create the proposed 2021-2022 capital budget and five-year capital plan forecast. Projects considered include those that were approved in the 2020-2021 fiscal year but were deferred due to the impact of COVID-19, projects on the five –year capital plan that were proposed for delivery in 2021-2022 and new initiatives that were brought forward. Any new initiatives brought forward for consideration were approved by the respective Vice President for the area. As in the previous years, projects are ranked using a risk-based capital prioritization approach for facility renewal.

The Capital Planning Committee approved the proposed 2021-2022 capital budget and five-year capital forecast on December 9th and on December 17th, 2020 the College Leadership Team (CLT) approved it to go forward to the College Executive Team (CET) for consideration.

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 2021-2022 capital budget and the five-year capital forecast at their January 17th, 2021 meeting.

Deferred Maintenance and Status of our Facilities

Consistent with other colleges, St. Lawrence College continues to be challenged with aging infrastructure. The Province is taking steps to address the funding shortfall for capital renewal. In November 2020, the Ministry of Colleges and Universities (MCU) provided a substantial increase to its Facility Renewal Program (FRP) funding. In spite of this increase, decades of underfunding have resulted in a growing deferred maintenance backlog that is challenging to address in the short or medium term. Based on the method of determining recommended annual investments in facility renewal from the Association of Physical Plant Administrators (APPA) it is estimated that St. Lawrence College should invest between \$5 million to \$8.5 million 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.

As with many other colleges, we are now faced with a situation where many of our critical assets (mechanical systems, envelope, windows and plumbing) have reached or are nearing the end of their useful life. Therefore, the college adopts a strategic risk-based prioritization approach when developing the capital plan.

C. Discussion/Options

Sources of Capital Funding

Sources of funding for the 2021-2022 capital plan and five-year capital forecast include the following: Ministry of Colleges and Universities (MCU), Ministry of Labour Training and Skills Development (MLTSD), donations and unfunded capital including ancillary budgets.

Ministry of Colleges and Universities (MCU): The College receives the following sources of funding from the MCU:

- ***College Equipment Renewal Fund (CERF):***
CERF provides for academic equipment renewal. A tri-campus academic committee assigns this funding prioritized on greatest need. As in 2020-2021, the CERF allotment to SLC IN 2021-2022 is \$593,000. The eligibility periods for CERF straddle the fiscal years. Therefore, in the 2021-2022 fiscal year SLC will have a CERF spend of approximately \$847,146.

- **Facility Renewal Program (FRP):**

In the fall of 2020, MCU informed the college that the FRP funding would increase from the historically standard allotment of \$593,800 to \$2,289,800. There is no guarantee as to how long this level of funding will continue but there have been informal indications that we can expect it to remain at that level for a number of years. For the five-year capital forecast we have assumed that this level of funding continues to 2025-2026. FRP is provided to colleges to address deferred maintenance. Despite the increase, this funding is inadequate to address the rising deferred maintenance challenges. This budget is prioritized based on greatest need. The FRP funding confirmed in the fall of 2020 must be spent by September 30th, 2021. The funding timeline therefore straddles the fiscal periods. It is anticipated that approximately \$1,847,300 of FRP funds will be spent in 2021-2022.

Ministry of Labour, Training and Skills Development (MLTSD):

- **Apprenticeship Enhancement Fund (AEF):**

The College receives funding for the apprenticeship programs at the Kingston and Cornwall campuses from the Apprenticeship Enhancement Fund (AEF). AEF provides for equipment renewal and renovations to support apprenticeship programming. A Kingston/Cornwall committee assigns this funding prioritized on greatest need. Historically, the AEF has been \$ 348,566. The college has recently received confirmation from the MLTSD that this annual funding has been increased to \$427,649 and that this level of funding is committed for three years (2021-2022 to 2023-2024). For the five-year forecast it is assumed that this level of funding continues to 2025-2026.

Student Fees:

A mandatory student fee for Information Technology (IT) renewal is collected annually. This fee has been collected for three years and for the past three years \$165,000 of this fee has been earmarked for capital. Due to the completion of the high-density Wi-Fi project, this year the funds are being assigned to operational expenditures rather than capital. We make the assumption for the five-year forecast that this \$165,000 in funding continues to be assigned to the operational budget through to 2025-2026.

Non-Ministry (Grants and Contributions):

This includes any funding achieved through donations and grants. This varies from year to year. In 2021-2022, the college is to receive \$110,000 in grant funding from

Natural Resources Canada (NRCan) to support the tri-campus installation of electric vehicle (EV) charging stations. The college is contributing \$140,000 for this initiative for a total project value of \$250,000. This initiative was deferred from 2020-2021 to 2021-2022.

Donations:

In 2021-2022 approximately \$350,000 from the St. Lawrence College UnCommon campaign will be directed to academic equipment.

Non-Funded Capital:

These are capital funds provided by the college. These funds also support facility renewal projects and Information Technology infrastructure and equipment upgrades. This also includes ancillary funds from Parking, Food Services, Event and Banquet Services and Residences which are funded through their respective operations through the College’s internally restricted reserves. In the 2021-2022 capital budget the unfunded capital requested is \$4,653,671.

Historical Total Approved Capital Funding

For comparison purposes, the following table provides a breakdown of funding by source and the total approved capital funding for the past five years.

Year	Funding Sources				Total
	Ministry Funded	Grants & Contributions	Non-Funded	Student Fees	
2020-2021	\$1,535,730	\$110,000	\$7,349,500	\$165,000	\$9,160,230
2019-2020	\$1,213,598	\$935,500	\$6,409,398	\$165,000	\$8,723,496
2018-2019	\$1,587,231	\$198,037	\$3,581,809	\$165,000	\$5,532,077
2017-2018	\$435,133		\$3,569,712		\$4,004,845
2016-2017	\$839,431		\$2,574,171		\$3,413,602

In 2020-2021 the total capital budget approved by the Board of Governors in February, 2020 was \$9,160,230 with \$7,349,500 in non-funded capital. Due to the impact of COVID-19 on college operations approximately \$6 million of the non-funded capital was deferred. With the increase of FRP funding provided in November 2020, a selection of facility renewal projects transitioned from non-funded to FRP funded.

2021-2022 Recommended Capital Budget

The following table summarizes the 2021-2022 recommended capital budget. The recommended 2021-2022 non-funded capital budget is \$4,653,671.

Recommended 2021-2022 Capital Budget								
Category/Table	Funding Sources							Total
	Ministry Funded			Non-Ministry Grants and Contributions	Non-Funded	UnCommon Campaign Donations	Student Fees	
	FRP	CERF	AEF					
Table 1: Facility Renewal	\$1,847,300			\$110,000	\$2,476,000			\$4,433,300
Table 2: Information Technology					\$1,251,671			\$1,251,671
Ancillary Operations								
Table 3a: Parking					\$665,000			\$665,000
Table 3b: Food Services					\$50,000			\$50,000
Table 3c: Residences					\$181,000			\$181,000
Table 3d: Event and Banquet Services					\$30,000			\$30,000
Academic Equipment		\$847,146				\$350,000		\$1,197,146
Apprenticeship Equipment			\$427,649					\$427,649
Total	\$1,847,300	\$847,146	\$427,649	\$110,000	\$4,653,671	\$350,000	\$0	\$8,235,766

2021-2022 Five Year Capital Budget Forecast Summary

Provided below is the 2021-2022 proposed five-year capital budget forecast.

Estimated Five-Year Capital Budget Forecast Summary					
Item	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Facility Renewal					
Facility Renewals - FRP Funding (Note 1)	\$1,847,300	\$2,399,800	\$2,259,800	\$2,319,800	\$2,189,800
Facility Renewals - Other Grants	\$110,000				
Facility Renewals - Non-Funded	\$2,476,000	\$3,195,200	\$3,460,200	\$3,370,200	\$3,480,000
Total Facility Renewal:	\$4,433,300	\$5,595,000	\$5,720,000	\$5,690,000	\$5,669,800
Information Technology					
Information Technology - NonFunded	\$1,251,671	\$1,279,291	\$1,467,762	\$1,423,590	\$1,406,804
Information Technology - Student Fees					
Total Information Technology - NonFunded	\$1,251,671	\$1,279,291	\$1,467,762	\$1,423,590	\$1,406,804
Ancillary					
Ancillary Parking	\$665,000	\$325,000	\$495,000	\$400,000	\$450,000
Ancillary: Food Services	\$50,000	\$1,050,000	\$50,000	\$50,000	\$50,000
Ancillary: Residence	\$181,000	\$365,000	\$440,000	\$475,000	\$503,000
Ancillary: Conference Services	\$30,000	\$30,000	\$30,000	\$30,000	\$15,000
Total Ancillary	\$926,000	\$1,770,000	\$1,015,000	\$955,000	\$1,018,000
Academic and Apprenticeship Equipment (Funded)					
Academic Equipment - CERF (Note 2)	\$847,146	\$593,000	\$593,000	\$593,000	\$593,000
Academic Equipment - Donations	\$350,000				
Apprenticeship Equipment - AEF (Note 3)	\$427,649	\$427,649	\$427,649	\$427,649	\$427,649
Total Academic and Apprenticeship Equipment	\$1,624,795	\$1,020,649	\$1,020,649	\$1,020,649	\$1,020,649
Total Summary					
Total Funded Budget (FRP, CERF and AEF):	\$3,122,095	\$3,420,449	\$3,280,449	\$3,340,449	\$3,210,449
Total Donations and Other Grants:	\$460,000				
Total Non-Funded Budget (includes Ancillary):	\$4,653,671	\$6,244,491	\$5,942,962	\$5,748,790	\$5,904,804
Total Budget: (Funded, Non-Funded, Grants and Donations)	\$8,235,766	\$9,664,940	\$9,223,411	\$9,089,239	\$9,115,253
<p>Note 1: FRP funding has increased to approximately \$2,289,800 in 20-21 and it is to span two fiscal years with a spend deadline of Sept. 30th, 2021. In 21-22 this is the anticipated remaining spend available to Sept. 30th, 2021. It is assumed that this FRP funding level will continue for the next 4 years and that it will continue to straddle the fiscal years.</p> <p>Note 2: CERF funding is assumed to remain constant at approximately \$593,000. In 2021-2022 CERF funding includings carry-over spending from the previous year.</p> <p>Note 3: AEF funding has increased to \$427,649. A commitment has been provided by the Ministry that this level of funding will continue for 22-23 and 23-24. An assumption has been made that this level of funding will extend to 25-26.</p>					

2021-2022 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. This project was deferred from the approved 2020-2021 capital budget due to the impact of COVID-19. Tender-ready design documents are completed.
- *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. This project was deferred from the 2020-2021 capital budget due to the impact of COVID-19.
- *Cornwall Welding Shop Renewal:*
This project will revitalize the Cornwall welding shop and will include mechanical systems upgrade and an enhanced ventilation system.
- *Kingston Integrated Test Centre:*
This project will address a long-term challenge on the Kingston campus to address a growing need for a larger and more modern test center to better serve our students.
- *General Deferred Maintenance:*
Projects to address ongoing deferred maintenance including fire alarm upgrades, roof replacements, washroom renovations, window replacements, aged mechanical system upgrades and classrooms/learning spaces refurbishments.
- *Accessibility:*
Ongoing initiatives to address the tri-campus AODA audit and to make our campus more accessible to all.
- *Large Capital Design:*

Design: Kingston New Blue Wing - Technology, Trades, Applied Science and Computing:

The Kingston Campus blue wing was constructed as a temporary building more than twenty years ago. It has reached the end of its useful life and has an estimated deferred maintenance of \$10 million. The mechanical systems are very old and inefficient, and the foundations are cracked. The operation and maintenance costs are increasing as equipment failures become more frequent.

During 2020-2021, the college led an internal stakeholder engagement exercise to develop the guiding principles and objectives of design programming elements and a preliminary understanding of spaces needs. A Request for Proposals has been issued to secure a design firm. The costs to develop the design are captured in the 2021-2022 capital budget.

The college is positioning itself to be prepared in the event that there is an infrastructure funding call from the federal and provincial governments (similar to the previous Strategic Infrastructure Fund) as a means to meet the needs of higher education and to stimulate the economy. Typically, these funding calls prioritize tender-ready projects.

Design: Brockville Blue Wing Third Floor and Yellow Wing Vacated Spaces:

The college's long-term tenant, T.R. Leger has moved from the Brockville third floor. This has created an opportunity for the college to reimagine this space. A structural assessment has been completed on the blue wing and its structural integrity has been confirmed.

The blue wing design work encompasses the interior space renovation, roof, envelope and mechanical system upgrade as well as a new accessible elevator. The preliminary design sees this space being repurposed to house non-student facing administrative staff that are currently located on the first and second floors of the yellow-wing. The transition of these services to the third floor makes available space in the first and second floors of the yellow wing to be used by students (services and academics).

Information Technology:

The IT capital budget for 2021-2022 focuses on lifecycle renewal. Following the trend at many higher education institutions, the 2021-2022 capital IT budget includes the replacement of all full-time faculty desktops with laptops. With the 2020-2021 faculty desktop renewal completely deferred due to COVID-19, the majority of full-time faculty desktops are now 5+ years old. Given the ROI that a laptop would provide to faculty in terms of productivity, mobility, alternative delivery, managing learning content, user experience, and reduced security risk, replacing their technology with desktops no longer makes sense. We are therefore recommended moving forward with the replacement of all full-time faculty desktops with laptops.

Ancillary:

The impact of COVID-19 led to significant reduction in the 2020-2021 revenues across our ancillary services (Parking, Residences, Food Services and Event and Banquet Services). Since these ancillaries are to be self-funded, the 2021-2022 projects have been scaled to be in alignment with available budget.

- *Parking:*

- Kingston Bus Entrance Lane and Intersection:

- To address safety concerns the asphalt surface will be upgraded.

- Cornwall North Parking Lot:

- This project will address aged infrastructure, water issues and provide lighting improvements.

- Electric Vehicle (EV) Charging Stations:

- The college has received a \$110,000 grant from NRCan towards a \$250,000 EV charging station installation project that will result in the installation of 20 EV charging stations across the three campuses.

- Cornwall Parking:

- Renovate the Cornwall north-parking lot to reduce water ponding and improve lighting.

- *Food Services:*

- Kingston Cafeteria Phase 2 Renovation:

- Due to the impact of COVID on cafeteria operations we are recommending the deferral of the Kingston Cafeteria Phase 2 project for an additional year. General equipment renewal will take place.

- *Residences:*

- Brockville Fire Alarm:

- Aged infrastructure requires replacement since existing products are no longer supported for part replacement.

- Kingston Elevator Upgrade:

- This upgrade will address the issue of frequent breakdowns and outages due to aged infrastructure.

- Kingston Roof Repair:

- Repair required to mitigate risk of water infiltration.

- *Event and Banquet Services:*

- Moderate investment to better align the service delivery with client needs.

Detailed 2021-2022 Capital Budget and Five-Year Forecast

The Capital Planning Committee and the CET will review and modify the five-year strategic capital 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 – Event and Banquet Services

D. Financial/Human Resource Implications

Financial Implications:

The target unfunded capital budget for 2021-2022, in alignment with our long-term financial forecast, has an upper threshold of approximately \$7.5 million. Given the impact of COVID-19 to the organization, the 2021-2022 capital budget (not including any potential construction costs for major capital) is presented below this threshold at \$4,653,671. The amortization for the 2021-2022 non-funded capital request is estimated to be approximately \$427,000 and has been incorporated into the College's long-term operating forecast and will be included in the 2021-2022 Operating Budget.

Human Resource Implications

The college has the appropriate resources to manage the priorities of the 2021-2022 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. The academic departments are tasked with procuring academic and apprenticeship equipment. FMS will be responsible to deliver the ancillary parking projects. Student Services in collaboration with FMS will be responsible to deliver the ancillary residence projects. The projects identified within the ancillary areas of Food Services and Event and Banquet Services will be executed through the Finance Department with support from FMS where needed.

E. Risk Register Impact

Risk Sub-Category	Risk Impact Category	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>
<i>The potential for not achieving a balanced Budget. B3.</i>	<i>Financial</i>	<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>

F. Recommendation(s)

That the Finance & Operations Committee recommend that the St. Lawrence College Board of Governors approve the 2021-2022 Capital Budget (including long term capital plan for review) as presented at this February 16, 2021 meeting.

That the St. Lawrence College Board of Governors adopt the recommendation of the Finance & Operations Committee and approve the 2021-22 Capital Budget (including long term capital plan for review) as presented at this February 16, 2021 meeting.

The five-year capital forecasts are provided for discussion only.

APPENDIX A

ST. LAWRENCE COLLEGE FIVE-YEAR STRATEGIC CAPITAL PLAN

Facility Renewal Capital Projects:

- Table 1a: 2021-2022 Five- Year: Facility Renewal Capital Projects (FRP Funded)
- Table 1b: 2021-2022 Five - Year: Facility Renewal Capital Projects (Non-Funded)

Information Technology Capital Projects:

- Table 2: 2021-2022 Five-Year: Information Technology Capital Projects

Ancillary Capital Projects:

- Table 3a: 2021-2022 Five-Year: Ancillary - Parking
- Table 3b: 2021-2022 Five-Year: Ancillary - Food Services
- Table 3c: 2021-2022 Five-Year: Ancillary - Residences
- Table 3d: 2021-2022 Five-Year: Ancillary – Event and Banquet

Table 1a: Facility Renewal Capital Projects (FRP Funded)				Risk Area	Risk Delta	Budget	5 Year Planning				
ID #	Campus	Component	Details/Rationale			source	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
1	T	Fire Alarm Upgrades	Aged infrastructure/ renewal necessary. Products not being supported after 2018. Residence upgrades planned for same time for efficiencies. Replace computer for Fire Alarm system, Kingston.	R/H&S	12	Quote	\$ 100,000	\$ -	\$ -	\$ -	\$ -
2	T	Roofs and Envelope	Prioritize and target aged and failed roof sections. Investigation, repair of critical areas and designs commencing 2020-21 Multi-Year renewal. Year 21-22: Cornwall Roofs: Moulinette: M5-3, M5-4, M3 and M1-3. Kingston Roofs: G1-S, T1-S, OR-2 and OR-1.	O	9	BCA	\$ 600,000	\$ 650,000	\$ 600,000	\$ 800,000	\$ 600,000
3	T	Accessibility Upgrades	Accessibility upgrades to facilities: classrooms, entrances, offices, etc. Prioritized based on accessibility audit which was completed in 2018-19.	O	9	Estimate	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
4	C	Welding Shop Renewal	Renovate the Cornwall Welding shop ventilation system.	H&S REP	8	Cost Est.	\$ 250,000	\$ -	\$ -	\$ -	\$ -
5	T	Classroom renewals	Upgrade flooring/paint/ceilings/furniture etc. Multi-year ongoing (General Maintenance type issues). Note classrooms are identified in funded and unfunded for a total annual investment of \$200,000. Verification of priorities with academics.	O	6	Estimate	\$ 227,300	\$ 69,800	\$ -	\$ 79,800	\$ 70,000
6	C	Window Replacement	Moulinette windows/envelope (circa 1983) are past their 30 year useful life. Design, Investigation and replacement. Design/Investigation completed in 20-21. Multi-year design and renewal program needed.	O	6	BCA	\$ 150,000	\$ 150,000	\$ 129,800	\$ -	\$ -
7	T	Mechanical	Many large mechanical systems require replacement, energy savings subsidies apply if equipment replace before failure. Design Year 21-22 Multi-year ongoing	O	6	BCA	\$ 125,000	\$ 400,000	\$ 400,000	\$ 200,000	\$ 359,800
8	T	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 Cornwall; 44k Brockville. Includes signs, installation, permits etc.	REP	5	Estimate	\$ 180,000	\$ -	\$ -	\$ -	\$ -
9	B	Brick cladding	The brick cladding on the Tan Wing is spalling. Repair and replacement is needed.	O	3	Estimate	\$ -	\$ -	\$ 30,000	\$ 40,000	\$ -
10	T	Wayfinding Signage	Wayfinding upgrade across the college tri-campus. Pending Branding confirmation. FMS is currently working on a tri-campus wayfinding solution/standardization.	Rep	2	Estimate	\$ 40,000	\$ 30,000	\$ -	\$ 30,000	\$ 30,000
11	B	GSHP	The chiller and associated cooling tower on the Brockville campus is nearing the end of it's useful life(2021). In alignment with the greenhouse gas reduction plan, this project proposal involves the replacement of the chiller with a ground source heat pump (GSHP) to provide heating and cooling. Design Yr 1 . Note the execution in 2022-2023 is captured in unfunded.	O	2	Estimate	\$ 75,000	\$ -	\$ -	\$ -	\$ -
12	K	Fire Alarm Upgrades	Replace end devices which are at end of life and becoming unavailable Includes computer replacement (\$225,000) Multi Year	O/H&S	2	Quote	\$ -	\$ -	\$ -	\$ 70,000	\$ 30,000
13	K	Blue Wing	This is a placeholder. The FRP is anticipated to be \$2,289,800; if the blue wing new construction goes forward \$1 million over 10 years will be directed to the blue wing. If this project does not proceed it will be directed to other deferred maintenance priorities.				\$ -	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Total FRP Funded:							\$ 1,847,300	\$ 2,399,800	\$ 2,259,800	\$ 2,319,800	\$ 2,189,800

Table 1b: 2021-2022 Facility (Unfunded) Projects				Risk Area	Risk Delta	Budget	5 Year Planning				
ID #	Campus	Component	Details/Rationale			source	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
14	K	Integrated Wellness Centre	Integrated Student Wellness Centre, Kingston Campus, providing expanded service delivery spaces for counselling and medical assessment and treatment to support the increase in student health and wellness needs. The space will integrate the Health Centre, Counselling and Accessibility services into one location, with a common reception/waiting room areas. Consider consolidation of full success and retention team for student hub. Risk Register used for ranking. Falls under College Risk # 43. Design Year 1	H&S	9	Estimate	\$ 60,000	\$ 400,000			
15	K	Integrated Test Centre	Existing Test Centers for standard and accommodated testing. Furniture also needed. Confirmed with academics that 2 large classrooms in the Orange Wing can be renovated for this purpose.	A&O	8	Estimate	\$ 480,000				
5*	T	Classroom renewals	Upgrade flooring/paint/ceilings/furniture etc. Multi-year ongoing (General Maintenance type issues). Note classrooms are identified in funded and unfunded for a total annual investment of approximately \$200,000.	O	6	Estimate		\$ 130,200	\$ 200,000	\$ 120,200	\$ 130,000
6*	C	Window Replacement	Moulinette windows/envelope (circa 1983) are past their 30 year useful life. Design, Investigation and replacement. Design/Investigation completed in 20-21. Multi-year design and renewal program needed. Note included in funded and unfunded.	O	6	BCA			\$ 20,200		
16	C	Loading Dock & Rear Stage Entrance (Aultville Theatre)	Repair damaged concrete and stairs and railings at loading dock and rear entrance to stage. \$30K Rear entrance area. Design completed. Cost based on Phase 1. Deferred in 19-20 & 20-21	H&S/O	6	Estimate	\$ 30,000				
17	C	Gymnasium Floor	Floor is in need of replacement due to end of life and thinning from regular maintenance and water damage.	H&S	6	Quote	\$ 45,000				
18	K	Blue Wing	Award of architect for design is anticipated in Feb., 2021. The college wants to have a design in hand to be able to respond to any economic stimulus infrastructure proposal calls from fed/prov governments. Originally had a risk delta of 6 - but now needs to be executed to meet strategic priorities. This is for design services.	O/A	High Strategic Value	Estimate	\$ 500,000				
19	B	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.	O	5	Estimate	\$ 50,000				
20	B	Student Health Centre	Design (completed) intent is flexible to accommodate various health delivery models. Includes redesign of front space for offices and future medical clinic expansion. (Includes Consultant, DSR, Equipment, FFE)	REP	5	Estimate	\$ 475,000				
21	B	Exterior Doors/Windows	Front entrance and other doors are in poor condition and need replacement. Front Entrance needs improvements and design (Design 2020-21) Doors in 21-22, and façade, soffit in 22-23 (Doors H&S)	O/H&S	4	Estimate	\$ 80,000	\$ 100,000			
22	T	Washroom Renewal	Outdated and at end of life but still functioning. Design and renewal.	O	2	Cost Est.	\$ 500,000	\$ 300,000	\$ 300,000	\$ 150,000	\$ 100,000
23	T	Test Centres	Renovate space in Brockville, add furniture renew computers and IT. Year 1: mobile carts/laptops for 3 campuses. Year 2: furniture and space improvements Brockville.	A&O	2	Estimate	\$ 60,000	\$ 100,000			
24	C	Programming & Community Engagement Space	The Aultville Theatre space redesign into a centre in Technology and Logistics Innovation. This project supports Academic Excellence, Community Engagement, Operational Excellence. Student will have additional opportunities to become Career Ready. 15775 sq.ft. 1st floor and 1525 sq.ft. 2nd floor. Concept plan yr. 1	REP	2	Estimate	\$ 60,000				
25	B	Student Service Space and Classrooms	The space expected to be vacated with the Blue Wing 3rd Floor redevelopment needs to be renovated for student use in keeping with Students First. Step 1: Conduct Design Development and then go to CET for approval to proceed to Step 2 development of tender-ready construction drawings. (DSR Required also). Design development estimate 30k; Tender Ready documents estimate: 30k.	A&O	2	Estimate	\$ 60,000				
26	B	Third Floor Blue Wing Renewal	A concept design is currently underway. It is anticipated that the work will include asbestos removal, envelope, roof renovations, mechanical system upgrade, new elevator, office and academic space. If the design development drawings are accepted by CET this is an estimate to proceed to tender-ready documents.	A&O	2	Estimate	\$ 76,000				
11*	B	GSHP	The chiller and associated cooling tower on the Brockville campus is nearing the end of its useful life(2021). In alignment with the greenhouse gas reduction plan, this project proposal involves the replacement of the chiller with a ground source heat pump (GSHP) to provide heating and cooling. Design Yr 1. Note the execution in 2022-2023 is captured in unfunded.	O	2	Estimate		\$ 500,000			
27	K	Improve Space Utilization in Grey Wing	Design completed 2019-20 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.	REP	2	Estimate		\$ 800,000			
28	K	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. Design Completed.(8850K)	O/H&S	4	Estimate			\$ 300,000	\$ 300,000	\$ 250,000
29	C	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.	H&S/O	2	Estimate			\$ 40,000		
30	B	Accessible Ramp	Current access to west side of building is creating a concern in regards to the ramp and access door near the loading dock area. Other options to be considered. Operational issues being explored to mitigate concerns. Further investigation needed to determine if relocation of S&R is an option, and other design options.	H&S	2	Quote		\$ 165,000			
31	T	Upgrade	With the development of the tri-campus master plans priority-areas will be identified for renewal and upgrade. This is a placeholder for the priority investments.					\$ 700,000	\$ 2,600,000	\$ 2,800,000	\$ 3,000,000
Total Facility Renewal Capital Projects (Unfunded):							\$ 2,476,000	\$ 3,195,200	\$ 3,460,200	\$ 3,370,200	\$ 3,480,000
Total (Facility Renewal Funded and Unfunded):							\$ 4,323,300	\$ 5,595,000	\$ 5,720,000	\$ 5,690,000	\$ 5,669,800

Table 2: 2021-2022 Information Technology 5 year Capital Projects

ID#	Campus	Type	Rationale	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
1	T	Faculty computer renewal	4 and 5 year old lifecycle replacement. Transition from desktops to laptops in support of alternate delivery and remote teaching. Regular desktop renewal no longer aligns with current modality requirements	\$418,726	\$0	0	0	\$446,095
2	T	Staff Laptop Renewal	4 and 5 year life cycle replacement	\$71,076	\$68,950	\$68,936	\$15,512	\$82,740
3	T	Staff Desktop Renewal	4 and 5 year old life cycle replacement	\$65,209	\$82,744	\$113,586	\$188,749	\$78,260
4	T	Academic Computer Lab Technology Renewal	4 year life cycle replacement; Increases due to ATI lab inclusion	\$488,112	\$342,052	\$476,140	\$528,452	\$553,150
5	T	Academic - Regular Classroom Technology Renewal	4 year life cycle replacement of podiums, projectors, smartboards	\$144,505	\$150,000	\$150,000	\$150,000	\$150,000
7	T	Smartboard renewal (IT Service Desk sign-out)	Replacing old TV Carts booked out for special events and classes with Smart Boards	\$33,518	\$35,546	\$39,100	\$40,878	\$42,655
6	T	Board Room Technology Upgrades	Interactive panels/conferencing technology for Empire, Cornwall River Room and Kingston	\$30,525	\$0	0	0	0
8	K	Data Centre	Replacement of all 6+ year server and storage units in the data centre. Fire Suppression Data Centre project planned for 22-23 (Cost to be confirmed)	\$0	\$100,000			
	T	Network Renewal	UPS and Network renewal	\$0	\$500,000	\$500,000	\$500,000	\$500,000
6	T	PhotoID Printers & Encoder (Staff cards)	7 year life cycle replacement - Deferred and ultimately cancelled in favour of using student card	\$0				
Total			Total Budget Request:	\$1,251,671	\$1,279,291	\$1,467,762	\$1,423,590	\$1,406,804

Table 3a: 2021-2022 Five Year: Ancillary - Parking Capital Projects

ID #	Campus	Type	Component	Risk Area	Risk Delta	Budget Source	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
K	FMS Parking Renewal	Bus Entrance Lane and Intersection	Upgrade surface Sidewalk needed for safety reasons. Repairs and design 2020-21. (Asphalt repairs 1st year, sidewalk year 2.)	H&S	3	Estimate	\$175,000	\$125,000			
C	FMS: Parking	North Parking Lot	Upgrade parking lot, reduce ponding and lighting improvements Moved from 20-21	O	2	Cost Est.	\$350,000				
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	REP	2	Funding	\$140,000				
T	FMS: Parking Renewal	LED Light Standards	Increased Life, Increase energy efficiency	H&S/O	2	Estimate		\$50,000			
T	FMS: Parking Renewal	Aged Infrastructure	Prioritize and upgrade parking lot areas by need	O	2	Estimate		\$150,000	\$250,000	\$100,000	\$100,000
K	FMS Parking Renewal	Aged Infrastructure	Parking ticket Dispensers	O	3	Cost Est.			\$30,000		
T	FMS Parking Renewal	Aged Infrastructure	Sidewalk Renewals based on Condition Assesmnts	O/H&S	3	Cost Est.			\$80,000	\$100,000	\$150,000
T	FMS Parking Renewal	Aged Infrastructure	Parking Surface Renewals, based on Condition Assessments, Prioritized annually through FMS Inspections (8 yr lifecycle renewals)	O	2	Cost Est.			\$100,000	\$100,000	\$100,000
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	O	2	Estimate			\$35,000	\$100,000	\$100,000
Total: Ancillary Parking Capital Projects:							\$665,000	\$325,000	\$495,000	\$400,000	\$450,000

Table 3b: 2021-2022 Five Year: Ancillary - Food Services Capital Projects											
Campus	Department/School	Component	Details/Rationale	Risk Area	Risk Delta	Budget Source	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
K	Food Services	Strategic Cafeteria Upgrade	Shared investment between the College and Browns. Kingston Cafeteria. Ph 1 completed. Phase 2 is deferred from 2019-2020 to 2022-2023.	REP	2	Estimate		\$ 1,000,000			
T	Food Services	Equipment Renewal	Unable limited capabilities to provide food services with broken equipment, impact on student offerings as well as revenue.	O	3	Estimate	\$ 50,000	\$ 50,000	\$ 50,000	50,000	\$50,000
Total: Ancillary Food Services Capital Projects:							\$ 50,000	\$ 1,050,000	\$ 50,000	\$ 50,000	\$ 50,000

Table 3c: Ancillary - Residence Capital Projects 5 Year Capital Plan											
Campus	Department/School	Component	Details/Rationale	Risk	Risk Delta	Budget Source	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
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. Quote received for 2021 Price.	REG H&S	12	Quote	\$15,000				
K	Residence Phase 1	Elevator	Elevator Upgrade due to failing system and breakdowns. (Hydraulic Elevator) TKE Assessment Confirmed poor condition. Design/assessment year 1 (Completed) and remedial work in year 2. Quote received \$118,000 awaiting 2021 cost increases and includes contingency and taxes, consultant fees, less \$10K downpayment to order equipment.	O	9	Quote	\$126,000				
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) 11 years old. Cost to replace wind damage is approximately \$6K to \$8K/year. Roof Phase 1 and year 1 and 2 and Roof phase 2 (P2-1) year 3	O	6	Estimate	\$40,000	\$40,000	\$25,000		\$50,000
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	O	6	Quote		\$75,000			
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	O	6	Estimate			\$100,000	\$25,000	
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.	O	6	Quote			\$190,000	\$300,000	\$200,000
B	Residences	PTAC Renewals	Replace a total of 24 PTAC units	O	6	Quote					\$25,000
C	Residences Phase 3	Air Conditioning	Air conditioning needed for residence rooms which currently have no AC. Engineer review and design in year 1.	O	6	Estimate			\$100,000	\$50,000	
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. Quote Received for Construction: \$178K (w tax). Blinds, fridges \$25K. Contingency \$20,000 (Incl. Price increase from 2020 quote)	O	2	Estimate		\$225,000			\$80,000
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	O	2	Quote		\$25,000	\$25,000	\$40,000	\$80,000
C	Residences	Flooring Renewal	Replace carpet in residence rooms. (1/2 floor area per summer)	O	2	Estimate				\$60,000	\$68,000
Total: Residences Ancillary Capital Projects:							\$181,000	\$365,000	\$440,000	\$475,000	\$503,000

Table 3d: Ancillary - Event and Banquet Services				Risk Area	Risk Delta	Budget Source	5 year Capital Budget				
Campus	Department/School	Component	Details/Rationale				2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
K	Conference Services	Signage	Signage needed for Conference events in Yellow Wing	REP	2	Quote	10,000				
K	Conference Services	China Replacement	SLC commitment to Sustainability is impacted with the use of disposable / plastic food service products and the impact on landfill. Reputation risk - Aligns with sustainability direction and waste reduction goals.	REP	6	Quote	10,000				
K	Conference Services	Conference table	The Cornwall Campus Conference Room is sought after by the Cornwall community for various event requests, however the size and weight of the current board room make it challenging to accommodate some requests. The current board room is dated	REP	2	Estimate	10,000				
T	Conference Services	Various	FFE Replacement	O	0	Estimate	\$ -	\$ 30,000	\$ 30,000	\$ 30,000	\$ 15,000.00
Total							\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 15,000



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