

The University of Northern British Columbia

Five Year Capital Plan 2006 – 2011

1. Executive Summary

The *2006 Five Year Capital Plan* represents the beginning of a new phase in UNBC's campus development.

Phase 1 spanned the period from 1990-1996 during which time UNBC constructed its original core campus in Prince George.

Phase 2 began with the approval of the *1997 Five Year Capital Plan*. This phase will come to a conclusion with the construction of the Teaching & Learning Centre, the Northern Sport Centre and the Northern Undergraduate Student Centre in 2007-08.

Planning for Phase 3 begins with this *2006 Five Year Capital Plan*.

The Plan gives priority to the construction of additional academic space on campus to meet the needs of existing and new academic Programs.

The proposed Plan is preliminary in nature. It will be further revised and elaborated once the academic visioning and planning process, led by the Vice-President Academic, is completed and after the new President assumes office in July, 2006.

2. The Planning Committee:

The President established the Five Year Capital Plan Committee in November, 2005 for the purpose of replacing the current *2003 Five Year Capital Plan*.

The Committee consisted of seventeen members, including student, faculty and staff representation (See Appendix 1). The Committee met on five occasions beginning November 28, 2005.

The approved Terms of Reference for the Committee were:

- To review the recommendations of the *2003 Five Year Capital Plan* and to identify the recommendations that remain current;
- To review the Campus Master Plan
- To review the UNBC architectural guidelines and principles of environmental sustainability;

- To identify UNBC's space and facility needs within the context of UNBC space inventories, BC University Space Standards, and enrolment projections;
- To identify major capital project priorities both for the UNBC Prince George campus and for the regional campuses;
- To estimate the cost of the recommended capital projects and to identify preferred locations;
- Based on the recommendations made, to update the Campus Master Plan.

Five Year Capital Plans are required by the provincial government. These plans provide the basis for the major capital submissions presented annually to the Ministry of Advanced Education (MAVED). They identify an institution's top priorities for building expansion.

In developing the *2006 Five Year Capital Plan*, the Committee has limited its scope to recommending new capital projects with an estimated cost exceeding \$1M. Other yet-to-be-completed capital projects with a cost below \$1M previously reported to government are listed in Appendix 2. In keeping with its Terms of Reference, the Committee also makes a number of recommendations relating to overall campus planning and development.

The Chair presented a summary of the report to Senate for discussion on March 28, 2006 in accordance with the requirements of the University Act.

3. The Planning Context:

a) The Current Status of the 2003 Five Year Capital Plan;

The majority of the recommendations of the current *2003 Five Year Capital Plan* have either been, or are in the process of being, implemented; hence the need for a new Five Year Capital Plan.

The 2003 Plan gave highest priority to two major capital projects:

- (Recommendation 1) - "additional classroom, laboratory, office, and related administrative space of approximately 7,000 Net Assignable Square Metres (NASM)", and
- (Recommendation 2) - an athletic centre – the Northern Sport Centre – of approximately 5,000 to 6,000 NASM.

With the construction of the Teaching & Learning Centre of 5,521.4 NASM currently underway, and with the projected construction of the Northern Sport Centre of 10,295 NASM, scheduled to begin in April, 2006 (1/3 of which will count as official University space), these two major capital proposals have been essentially achieved.

Linked to these two priority capital projects, the 2003 Plan also recommended:

- (Recommendation 3) -capital funding to expand the capacity of the Central Power Plant;
- (Recommendation 4) - capital funding to renovate the library to accommodate the expansion of library functions within the Geoffrey Weller Library building;
- (Recommendation 5) – planning in cooperation with the Northern Undergraduate Student Society (NUGSS) “to achieve the goal of constructing a UNBC Student Union Building”.

Of these recommendations, the Central Power Plant upgrade will be completed in the Spring, the capital funding to renovate the library has been approved with the first phase of renovations completed, and the Board has approved leasing the west wing of the Conference Centre to NUGSS on a long-term basis for the proposed first phase of the Northern Undergraduate Student Centre. This lease will take effect in 2007 upon the completion of the Northern Sport Centre. NUGSS will assume sole responsibility for the costs of renovations.

Among the other recommendations of the *2003 Five Year Capital Plan* implemented in whole or in part are the following:

- (Recommendation 8) - continuing cooperation between UNBC and the David Douglas Botanical Garden Society to develop a northern botanical garden on the Prince George campus;
- (Recommendation 10) - the exploration of options for campus expansion in both Terrace and Fort St. John;
- (Recommendation 11) - revisions to the official Prince George Campus Plan for the purpose of reserving available lands within the core campus area (within the ring road) for future academic buildings;
- (Recommendation 12) – establishing a site for the Northern Sport Centre.

Among the recommendations still outstanding are:

- (Recommendation 6) – a business plan for residence expansion;
- (Recommendation 9) – a P3 arrangement leading to the construction of an ice rink on campus;
- (Recommendation 11) – the acquisition of privately owned lands adjacent to the Prince George campus.

Some action has been taken on each of these items, but for a variety of reasons the University Administration is not yet in a position to bring recommendations to the Board.

Finally, Recommendation 7 of the *2003 Five Year Capital Plan*, relating to further work to construct a Research & Development Park on campus, was attempted but not realized due to the collapse of the project on financial close.

In addition to the capital projects recommended in the *2003 Five Year Capital Plan*, the University has completed, or is in the process of completing, other capital projects. These projects include the expansion of the I.K.Barber Enhanced Forestry Laboratory,

the acquisition of the Bank of Montreal building in downtown Prince George to create a UNBC Downtown Centre, the purchase of a building in Terrace to expand UNBC programming in the northwest, the construction of an animal laboratory facility in the Dr. Donald Rix Northern Health Sciences Centre, and the creation or expansion of other specialized research laboratories as a result of CFI (Canada Foundation for Innovation), BCKDF (The BC Knowledge Development Fund) and related private funding.

b) Phases of UNBC's Campus Development;

Phase 1

When UNBC commenced full-time operations in 1994, the Prince George campus consisted of nine buildings that together comprised the core campus (Agora, Administrative Building, Conference Centre, Winter Garden, Student Services Centre, Laboratory building, Library, First Nations Centre and a student residence.) By 1996, two additional buildings, a second residence and a daycare centre, brought to conclusion the University's Phase 1 campus development.

In the regions, the University operated out of space provided by the local college.

Phase 2

Following Board approval of the University Strategic Plan, *Planning for Growth*, in January 1997, the University developed a new Five Year Capital Plan for Board approval. The *1997 Five Year Capital Plan* set the stage for Phase 2 of UNBC's campus development.

The highest priority items in the *1997 Five Year Capital Plan* were a Teaching Laboratory Building (with the intended by-product of converting the original Laboratory Building to a Research Laboratory Building), and an athletic centre.

A government imposed capital freeze delayed the implementation of the *1997 Five Year Capital Plan*. Despite the freeze, in 1999 the University gained approval for the construction of a Teaching Laboratory Building. Since then, the University has completed the Teaching Laboratory Building, the Bentley Centre, the I.K. Barber Enhanced Forestry Lab, the Dr. Donald Rix Northern Health Sciences Centre, the D.T.O. expansion to the Teaching Laboratory Building, the first phase of renovations to the Geoffrey Weller Library, and the expansion of heating and cooling capacity within the Central Power Plant. In addition, the University has created a number of specialized research laboratories from CFI, BCKDF and private funding.

Current capital projects underway, imminent, or approved include the construction of the Teaching & Learning Centre (expected completion, April 2007), the Northern Sport Centre (expected to begin by April, 2006 with completion by September, 2007)) the conversion of the west wing of the Conference Centre to a Northern Undergraduate

Student Centre (planned for January, 2008), and the second phase of planned and approved Library building renovations (planned for 2007).

Upon the completion of these capital projects, there will be a significant re-allocation of existing space on the Prince George campus, including the space vacated by NUGSS and other student groups in the Agora. This space will require renovation to make it suitable for other University purposes (See Appendix 4).

When completed, these projects will bring to a close Phase 2 of campus development at UNBC's Prince George campus as guided by three Five Year Capital Plans: 1997, 2001 and 2003.

There have also been Phase 2 developments at the regional campuses. In Quesnel, the University has partnered with CNC in the construction of the North Cariboo Community Campus. In Terrace, the University has recently finalized the purchase of a building there to serve as a UNBC Centre for teaching, research and regional administration. In Fort St. John, planning has begun with a view to establishing a UNBC campus in the North Peace region. In addition, the Bank of Montreal donated its downtown building and property in Prince George to the University, establishing the basis for the creation of a UNBC Downtown Centre there.

Phase 3

In planning terms, therefore, the *2006 Five Year Capital Plan* represents the beginning of UNBC's Phase 3 campus development.

The primary determinant of Phase 3 campus development will be the directions and priorities emanating from the academic visioning and planning activities currently underway. It is important that the proposed new *Capital Plan* reflect the outcomes of this academic planning exercise and any additional planning initiated by the new President in the next one to two years.

Given the current state of overall University planning, the proposed *2006 Five Year Capital Plan* is, consequently, preliminary in nature and restricts itself to setting the stage for more detailed capital planning over the next two years. Despite this limitation, the plan will serve the purpose of establishing, in general terms, the capital priorities of the University over the next five years.

c) Campus Development; Enrolment Growth; Identified Space Inventory Needs

UNBC's ability to embark upon a Phase 3 of campus development will depend on both continuing enrolment growth and on continuing evidence of the University's space inventory needs.

The successful completion of the University's Phase 2 campus development resulted in part from steady enrolment growth during the period from 1997 to 2004. Another factor in the success achieved in implementing the major capital projects recommended in the *2003 Five Year Capital Plan* was the clear and incontrovertible evidence of space shortages at UNBC as quantified in the University's annual report on inventory projections measured against BC University Space Standards. For example, based on its projected space inventory in relationship to these standards, the *2003 Five Year Capital Plan* noted that by 2005-06 UNBC would have but 71.6% of the space it required. Such evidence was crucial in gaining provincial capital funding for the DTO extension of the Teaching Laboratory Building, the Teaching & Learning Centre, and Library renovations.

By contrast, current inventory projections indicate that in 2007-08, with the completion of the Teaching & Learning Centre and the Northern Sport Centre, UNBC will be at 99.6% of its space requirements (See Appendix 3).¹

In short, the case for additional major project capital funding will be increasingly difficult to make, and even more difficult if actual enrolments continue to fall below targets.

4. The Planning Process:

a) Identified Needs

In addressing the capital needs of the University over the next five years the Five Year Capital Plan Committee:

- reviewed the inventory projections vs BC Space Standards for the UNBC Prince George campus;
- requested and received submissions on projected space needs from the major academic and administrative units on campus;
- reviewed the projected re-allocation of space consequent upon the completion of the Teaching & Learning Centre, the Northern Sport Centre, and the Northern Undergraduate Student Centre;
- reviewed current projections on residence needs;
- reviewed identified needs for the further development of UNBC regional campuses.
- In addition, the Committee met with the University Architect to review the current campus Master Plan and architectural guidelines;

¹ In this regard, it should be noted that only 1/3 of the total 10,295 NASM of the Northern Sport Centre, the proportion of space allocated to UNBC use, will count as official UNBC space for the purposes of reporting the University's space inventory. It should also be noted that Northern Medical Program students and NMP clinical faculty with offices at UNBC are not included in the UNBC FTE counts that feed into the space requirement formula. This is a problem that will need to be rectified.

The submissions made to the Committee by the Deans and by the Directors of the major administrative departments were particularly helpful in identifying current and future space needs. The requests for additional space include standard offices, non-standard offices, specialized classrooms, teaching laboratories (wet and dry), research laboratories (wet and dry), storage space, meeting rooms, socializing space, and cultural space.

The requests were grouped into several distinct categories for purposes of analysis and priority setting.

There were requests for new administrative “centres” for the purpose of consolidating dispersed operations into centralized clusters of offices, work areas, meeting rooms and storage facilities. Such requests were made by:

- Enrolment Management and Retention
- Research Management
- Administrative Computing & Information Services

Some existing administrative and service “centres” are looking for substantially expanded space which, in some instances, would require their relocation. This is true of:

- Educational Media Services
- The International Centre
- The Health and Wellness Centre
- The Chaplaincy Centre
- Regional Operations
- The First Nations Centre
- Facilities
- Co-op Education

Some requests for space expansion would require either the construction of a new campus building or the substantial renovation of existing buildings with the consequential relocation of displaced space to other buildings, either new or existing. This is the case of requests made for the expansion of:

- The Northern Health Sciences Centre
- Research Space
- The Archives
- The Library
- The Daycare Centre

Some of the proposals submitted are for entirely new campus buildings, or components thereof, for the purpose of adding such new facilities to the UNBC Prince George campus such as:

- An Aboriginal/ First Nations Museum and Centre
- A Creative Arts Centre
- A Centre for Community Outreach
- A Primary Care Centre for the Community
- A Centre for Climate and Atmospheric & related Studies

- An Art Gallery
- A Living & Learning Centre for non-resident students based on the Trinity Western Collegia Model
- A Performing Arts Centre

In addition to new and expanded space, the University needs to stay current with developing technologies. As a northern university serving a dispersed population, UNBC is required to use the most efficient technology for teaching and research. In the next five year period, the University will need to outfit at least two classrooms per year in Prince George, and at least two classrooms at each regional campus, to be capable of providing high quality video and computer conferencing services.

The main conclusion emerging from the submissions is that the major drivers of space requirements are:

- Administrative Offices
- Faculty Offices to accommodate five year projected CASHS, CSAM and NMP faculty growth
- Research
- Library
- Classrooms, including classrooms outfitted for video and computer conferencing
- Student Services
- New Initiatives (academic, cultural, and community oriented).

Current and projected space inventories provide evidence that UNBC will continue to experience shortages of office, library, classrooms, and teaching laboratory space, notwithstanding the fact that UNBC is projected to be at 99.6% of its space requirements by 2007 (See Appendix 3). The University also needs to address the issue of converting existing classrooms to classrooms with video and computer conferencing capabilities.

In this regard, the experience of UNBC and of the other BC research intensive universities strongly suggests that the BC University Space Standard for research space is woefully inadequate falling significantly short of current and projected requirements. MAVED and The University Presidents Council have agreed to conduct a detailed review of the BC University Space Standard in the coming year in relationship to all space categories.

c) Partial Solutions Based on the Reallocation of Existing Campus Space

The Committee reviewed all of these requests for space. With the assistance of the Associate Director of Facilities, the Committee reviewed tentative plans to address some of these space needs through the reallocation of existing campus space freed up following the construction of the Teaching & Learning Centre, the Northern Sport Centre, the Northern Undergraduate Student Centre, and the related renovations to the Agora.

The tentative plan for space reallocation is provided in Appendix 4.

d) Identifying Capital Priorities

Based on this tentative reallocation plan, the Committee concluded that the major non-academic administrative units at the University should be able to cope over the next five years both within the space they currently occupy and within the additional space they have been assigned priority to through the planned space reallocation process.

The Committee also concluded that, with the space provided to Student Services in the T&L Centre, and with Student Services, Co-op Education and the Registrar's Office being assigned priority for the space to be vacated by NUGSS in the Agora, some of the most pressing needs of Student Services, Co-op and the Registrar's Office can be accommodated within existing space over the next five years. The notable exceptions to this general statement include the Health & Wellness Centre and the Chaplaincy Centre.

Consequently, the Committee assigns highest priority to the provision of additional academic and research space.

5. Recommendations:

In addressing the needs of the University for further campus development, the Committee gave consideration to both short-term and longer-term planning priorities and capital requirements.

a) Short-term planning priorities

1.

With the completion of the Teaching & Learning Centre in April, 2007, it will be important to proceed immediately to finalize the planned and approved renovations to the Geoffrey Weller Library. The current list of capital expenditures provided to government in August, 2005 includes expenditures for this purpose estimated to be \$887,000 in fiscal 2005/06 and \$624,000 in fiscal 2006/07. There is every assurance that government remains committed to this expenditure which is of the highest priority among UNBC's short-term planning priorities.

Recommendation 1

That the University give highest priority among its short-term capital planning priorities to the completion of the approved renovations to the Geoffrey Weller Library at an estimated cost of \$1,511,000.

2.

With respect to the utilization of existing space, it is important to ensure, following the construction of the Teaching & Learning Centre, the Northern Sport Centre, and the Northern Undergraduate Student Centre, that vacated space on campus resulting from the transfer of units to these new building be utilized in the most effective and efficient manner and with the least possible expenditure on renovations. To achieve these outcomes, the University will require the advice of a consultant with expertise on space planning, space organization, and building renovations.

The University has included the expected renovations to the Agora in its anticipated capital expenditures submitted to government in August, 2005, estimating the cost at \$250,000. This costing may need to be revised following the completion of the analysis requested in Recommendation 2. If the estimated cost exceeds \$1M, the Agora Renovation Project will need to be incorporated into a revised *2006 Five Year Capital Plan*.

Recommendation 2:

That the University engage a consultant to review the projected reallocation of space planned to occur following the construction of the Teaching & Learning Centre, the Northern Sport Centre, and the Northern Undergraduate Student Centre, to advise the University on the required renovations to the Agora, and to assist the University in achieving the most efficient and effective organization of current campus space with minimal renovation expenditures.

3.

The Committee met with the University Architect to review the development and current status of the Official UNBC Campus Master Plan and to discuss the architectural guidelines required for all new campus buildings. Based on his advice, the Committee is of the view that, prior to any detailed planning for additional buildings on the UNBC Prince George Campus or for UNBC buildings in the regions, the time is ripe to review the current campus master plan and architectural guidelines.

Among other things the Board should seek the advice of the Architect on the sizing and spacing of future buildings within the core campus area on the Prince George campus, on the preservation of outdoor green spaces, and on the best means to achieve the highest environmental standards for campus buildings. Likewise, the Architect should advise the Board on a UNBC signature look to be required for all UNBC buildings located in places other than the Prince George campus.

Recommendation 3

That the Board of Governors engage the University Architect to update the University Master Plan and architectural guidelines.

4.

The Committee also reviewed with the University Architect the proposal put forward by Dr. Annie Booth that the land to the west of the University entrance at Tyner Blvd. be officially designated by the Board of Governors as a University experimental botanical reserve. The Architect advised the Committee that, in his opinion, an experimental botanical reserve in the area identified will enhance the natural setting of the campus. He also advised that the area identified for the reserve is not suitable for building purposes.

Recommendation 4

That the University Board of Governors designate the land to the west of the University entrance at Tyner Avenue, as identified on the Campus Map in Appendix 5, as an experimental botanical reserve.

b) Longer term planning priorities

i) Capital Projects for Government Funding

5.

With respect to longer term considerations the Committee recommends that the University give highest priority to creating additional teaching, research, and office space on campus. Three options are apparent at this time:

- If new academic opportunities emerge in the area of professional health sciences programs, the University could give priority to completing Wing 2 of the Northern Health Sciences Complex.
- The University could consider locating a building on the site identified in the University Master Plan as Building 17, previously set aside for a Student Centre. A building on this site could eventually connect with an expanded NUSC and would be an ideal location for a building combining classrooms and academic office space with space for Student Services.
- The University could consider locating a new academic building on either the east or west side of the ceremonial circle.

The precise size and location of the proposed building options will be based on the advice of the University Architect following completion of Recommendation 3 above. Another consideration when planning of a new academic building or buildings is the relocation of the classrooms on the main floor of the Geoffrey Weller Library Building to the building(s) in order to permit the further expansion of the

library. Likewise, a new academic building(s) could create an opportunity to provide space for a UNBC Art Gallery, for the studio arts, and/or for the performing arts.

In the list of anticipated capital projects submitted to the provincial government in August, 2005, the University made provision for the construction of a new academic building of 6,745 NASM at an estimated cost of \$51,816,000 taking into account inflationary factors out to 2011-13. The Committee endorses this proposed project with the qualification that the exact size, location, and number of academic buildings are yet to be determined.

Recommendation 5

that the University give priority to the building of a new academic building, or buildings, to accommodate the needs of existing or new academic programs and to meet demands for additional office, research, and library space, and

that the University determine the location, size, and detailed programming elements of the proposed building or buildings based upon the outcomes of Recommendations 2 and 3 of this Report and of the academic planning exercise currently in progress, and

that the University include as Priority 1 in its annual capital project submissions to government provision for academic space of approximately 6,745 NASM at an estimated cost of \$51,816,000.

6.

With the construction of the North Cariboo Community Campus in Quesnel and the acquisition of a building to establish a UNBC centre in Terrace, the remaining centre of regional operations to be addressed is Fort St. John. In 2005, the University engaged in a planning exercise with representatives from the North Peace Region to begin to determine the academic programming needs of the region and to consider the construction of a UNBC centre in Fort St. John. The city has identified land that it will donate for this purpose. For its part, in its list of anticipated capital projects identified in August, 2005, the University made provision for a Fort St. John campus with an estimated cost of \$6M. The Committee endorses this action and recommends:

Recommendation 6

That the University continue to partner with the City of Fort St. John and other communities in the North Peace in planning for the construction of a UNBC Fort St. John campus, and

that the University make provision for a capital project at an estimated cost of \$6M.

ii) Self-funded, shared-funded, and privately funded capital projects

7.

As noted above, the transference of the west wing of the Conference Centre to NUGSS for the purpose of establishing a Northern Undergraduate Student Centre (NUSC) is a key component for the completion of Phase 2 of UNBC's campus development.

The construction of a "Student Union Building" was a priority of the 2003 Five Year Capital Plan. As a result, the University included the NUSC in its August, 2005 list of anticipated capital projects, basing the estimated cost of \$13,898,000 on a proposed stand-alone facility. By contrast, the estimated cost of the renovations required to convert the Fitness Centre in the west wing of the Conference Centre to the NUSC is approximately \$1.5M. These expenses will be borne by NUGSS out of its accumulated building fund. NUGSS remains committed to building an addition to the NUSC, but it is highly unlikely that such an expansion will occur before 2008, the end of this Five Year Capital Plan.

Another consequence of the relocation of the Student Centre to the west wing of the Conference Centre is the need for the Board of Governors to rescind its previous decision to establish building site 17, as identified on the University Master Plan, as the site for a future Student Centre. Any further expansion of the NUSC in its new location would not interfere with a University building located on site 17.

Recommendation 7

That the list of anticipated capital projects which UNBC submitted to the Government of British Columbia in August, 2005 be revised to reduce the estimated cost of the Northern Undergraduate Student Centre from \$13,898,000 to \$1.5M.

And that the University Board of Governors rescind its decision to establish building site 17 as identified on the University Master Plan as the site for a future Student Centre.

8.

The expansion of residence accommodation on campus remains an outstanding issue from the 2003 Five Year Capital Plan. Part of the reason for the delay relates to the Northern Sport Centre. Among the options that the University will want to consider is the construction of residence accommodation linked to the Northern Sport Centre to create a form of athletes' village. Another consideration should be the creation of a living/learning community for off campus students as a component of any future residence expansion at UNBC. In its planning for the expansion of residence accommodation on campus, the University will also have to take into consideration

current plans to provide student residence accommodation in downtown Prince George. These plans have been advanced by a private developer.

In its anticipated list of capital funding reported to government, the University has made provision for a 250 bed, 150 room student residence at an estimated cost of \$17,762,000. Such a project would be based on a viable business plan rendering it eligible either for mortgage financing or suitable for a Private Public Partnership arrangement.

Recommendation 8

That the University develop a plan relating to the expansion of housing on campus to include both a business case for expansion as well as a case for using housing as a means to enhance the student experience at UNBC, and

that the University continue to make provision in its list of capital projects for a residence at an estimated cost of \$17,762,000, non-government financed.

9.

There is also the need to review the current business case for parking expansion on campus. The current list of anticipated capital projects provides for the further expansion of the north parking lot at an estimated cost of \$1,205,000 to be financed out of future parking revenues. However, there are two proposed parking lots included within the costing for the Northern Sport Centre. Moreover, further residence expansion may require parking elsewhere than on the northern extremities of the core campus.

Recommendation 9

That the University strike a Committee, to be chaired by the Vice-President Administration and Finance, to review the current needs for on-campus parking, to take into consideration the development of parking space related to the Northern Sport Centre and to a potential new student residence, and to advise the Board on the next phase of parking expansion at UNBC, and

that in the interim the University continue to make provision for parking expansion at an estimated cost of \$1,025,000 in its list of anticipated capital funding to be financed from non-government sources.

10.

Another outstanding issue remaining from the 2003 *Five Year Capital Plan* is the acquisition of privately owned lands adjacent to the core campus in Prince George. The University has explored options relating to the acquisition of this land and is prepared to present a plan to the Board once finances permit. In all likelihood, the University will need to finance such land acquisition from its own reserve funds or from donated funds.

Recommendation 10

That, when financially feasible, the University proceed to acquire privately owned lands adjacent to the Prince George core campus area.

11.

UNBC has also included in its list of anticipated capital projects a number of research-related initiatives. Generally, such initiatives are funded from a variety of sources, including the Canada Foundation for Innovation, Western Economic Diversification, the BC Knowledge Development Fund, other federal and provincial government sources, private financing, and university funds.

Those yet-to-be-completed projects with a value of less than \$1M are included in Appendix 2. Among those with an individual or cumulative value exceeding \$1M are: the expansion of research facilities at the John Prince and Aleza Lake Research Forests and the Quesnel River Research Centre (estimated cost, \$3M), and the Evalutree-Wood and Fibre Quality Analysis Laboratory – project on the UNBC Prince George campus (estimated cost, \$6,246,000).

Recommendation 11

That the University include in its annual capital project submissions to government all currently anticipated research facilities, including those with an estimated cost of below \$1M, as well as such major projects as the expansion of research facilities at the Research Forests and UNBC Field Stations (\$3M) and the Evalutree Project on the UNBC Prince George Campus (\$6,246,000) on the understanding that these projects will be funded from various federal, provincial, and private sources.

12.

Following the donation of the BMO building in downtown Prince George to UNBC, the University needs to address the long-term future of the UNBC Downtown Centre.

Currently the Centre is being used in part to alleviate space pressures on campus, in part to provide a home for community oriented major research projects and services, and in part for UNBC Continuing Education programming.

The UNBC Downtown Centre could continue to provide a base for such research projects and services, many of which are health-related.

There is also the possibility that the Centre could provide the basis for a UNBC Research & Development Centre, taking advantage of its location close to the BCNet high speed, broad band network transit exchange in downtown Prince George. As a co-location transit centre for Internet Service Providers and with its considerable capacities for digital

transmissions, the UNBC Downtown Centre could serve to meet the needs of existing high tech businesses operating in Prince George and as an incubator site for new businesses.

Either as a community-oriented, health-related, research centre or as a Research & Development Centre, the UNBC Downtown Campus will be required to operate as a University Ancillary Unit and expected to cover all operating and related capital costs through lease revenues.

Recommendation 12

That UNBC strike a committee, to be co-chaired by the Vice President Research and the Vice-President Administration & Finance, to determine the long-term future of the UNBC Prince George Downtown Centre.

13.

The 2003 Five Year Capital Plan recommended that UNBC seek a private partner for the construction of an ice rink on campus.

The proposed ice rink is not included in the current list of UNBC anticipated capital projects.

The plan for the Northern Sport Centre makes provision for the future expansion of the Centre potentially to accommodate an ice rink. Nevertheless, it remains premature to endorse that expansion at the present time. By 2008, the University will have gained sufficient experience in the operation of a major athletic facility, that a proposal to expand the Centre to include an ice rink can best be considered at that time.

Recommendation 13

That the proposal for a Private/Public Partnership for the construction of an ice rink on the UNBC Prince George campus be withdrawn from the official Five Year Capital Plan.

14.

On February 14, 2005 the University received official notification from the Ministry of Agriculture and Lands of the Government of British Columbia that a portion of the previously designated University Reserve Lands on Cranbrook Hill in Prince George is now designated as long-term University Reserve Lands for twenty years effective June 1, 2004. The designated lands are outlined in Appendix 6.

Previously, designated University Reserve lands were subject to annual review. There was no long term commitment to reserve these lands for UNBC use. In discussions with the Government of British Columbia in relationship to treaty negotiations taking place

with the Lheidli T'enneh, the University identified those lands within the University Reserve that it is currently using for teaching and research purposes, underlined the importance of protecting the Greenway Trail system on Cranbrook Hill, and stressed the importance of providing it with long-term security over the University Reserve Lands that it was actively using for University purposes. For its part, the Government assured UNBC of its commitment to protect the trail system and to assure UNBC of its ability to continue to use lands previously within the University Reserve Lands that would revert to the Crown.

With the consequent designation of lands as twenty-year University Reserve lands, it is now important that the University proceed to secure the lands so identified as lands wholly owned by the University. In the correspondence with Land and Water British Columbia Inc., the University was assured that: "Subsequent to the establishment of the Land Act reserve UNBC can pursue a free Crown grant of these lands for university purposes."

Recommendation 14

That UNBC proceed to pursue a free crown grant of the lands designated, effective June 1, 2004, as University Reserve Lands on Cranbrook Hill in Prince George.

Finally, submissions made to the Five Year Capital Planning Committee made a number of recommendations for new facilities such as a Performing Arts Centre, Art Gallery, and First Nations Museum. Such facilities would enrich the cultural environment of the UNBC campus and reinforce its connection to the larger community. However, such specialized facilities would also require substantial private funding. Any decision to seriously entertain these proposals would depend on the outcome of a fund-raising feasibility study to ensure that funding from all sources - federal, provincial, municipal and private - would permit the development of cultural facilities on campus.

Appendix 1

Five Year Capital Planning Committee Membership:

Charles Jago, President (Committee Chair)
Sharon Cochran, Vice-President, Administration and Finance
Howard Brunt, Vice President, Academic & Provost
Max Blouw, Vice-President, Research
Robert Tait, Dean, Graduate Studies
James Randall, Dean, College of Arts, Social, and Health Sciences
Bill McGill, Dean, College of Science and Management
Paul Madak, Dean, Enrolment Management
Susan McIntyre, Director, Student Services
Dennis Macknak, Director, Regional Operations
Dawn Hemingway, Faculty Representative, CASHS
Eric Jensen, Faculty Representative, CSAM
William Chew, Staff Representative, Exempt Employee Group
Dave Woodward, Staff Representative, CUPE
Tavish Barnes, Student Representative, GSS
Aiden Kelly, Student Representative, NUGSS
Mark Stephens, Senator, Undergraduate Student

Advisors:

Godfrey Medhurst, Director, Facilities
Shelley Rennick, Associate Director, Facilities
Lynda Pattie, Director, Administrative Computing & Information Services
Russ Chernoff, University Architect

Appendix 2

The current list of anticipated capital projects submitted by UNBC to the Government of British Columbia in August, 2005 includes the following capital projects with a value less than \$1M.

- Northern Soil and Groundwater Remediation Research Laboratory (\$528,000)
- Mobile Research Stations for Avian Research (\$179,000)
- Office and Field Based Equipment for Hydrometeorology Research (\$151,000)
- Field and Lab Equipment for Forest Entomology and Chemical Ecology (\$351,000)
- Other Research Projects yet-to-be-determined (\$3,200,000)
- Daycare Centre Expansion (\$382,000)

Appendix 4

Preliminary Recommendations on Space Reallocation

- ✓ *Enrolment Management and Retention:*
 - Priority for space made available on Student Services St. with the relocation of the International Student Centre, or in the Agora.

- ✓ *Research Management*
 - Move office of V.P. Research and Assistant to 2nd floor of the Administration Building linked into the Executive Suite
 - Expand Research Services into area currently occupied by Co-op Education

- ✓ *AC&IS Centre*
 - Priority, along with CTS, for space made available on the 2nd floor of the Administration Building

- ✓ *The International Centre*
 - Relocate to space vacated by the Learning Skills Centre

- ✓ *First Nations Centre*
 - Expand into area currently occupied by Disabilities Services

- ✓ *Facilities*
 - Explore the possibility of re-locating facilities to the basement level of the Teaching & Learning Centre

- ✓ *Co-op Education*
 - Give priority to space in the Agora vacated by the relocation of NUGSS and NUGSS-related space to the Northern Undergraduate Student Centre.

- ✓ *Research Space*
 - Convert vacated spaces in Research Laboratory Building by Nursing, Physics, CPSC, and Psychology to dry or wet lab space, as appropriate, to address pressing research needs.

- ✓ *Administrative Offices*
 - Give the non-academic administrative offices located on the 1st floor of the Administration Building priority allocation to vacated space on the 1st floor of that building.

- Consider moving Communications to the 2nd floor of the Administration Building

- ✓ *Five Year Projected CASHS, CSAM and NMP Growth*
 - There will be some, but quite limited, capacity to expand the number of offices for CASHS faculty on the 4th floor of the Administration Building without reallocating the space currently occupied by graduate students to faculty offices. (CASHS should be given responsibility for the 4th floor TA space for CASHS graduate students along with the responsibility for determining whether this space might be converted, if necessary, to faculty office space.)
 - There will be very limited capacity for CSAM to expand faculty offices within the Teaching Laboratory Building
 - Faculty Offices within the T&L Centre should provide for the needs of the Academic Programs located there over the next five years. (It is assumed that all Nursing faculty will be located in the T&L Centre)
 - It is assumed that there will be limited, but sufficient, capacity of expand faculty offices within the Northern Health Sciences Centre to meet demand over the next five years.

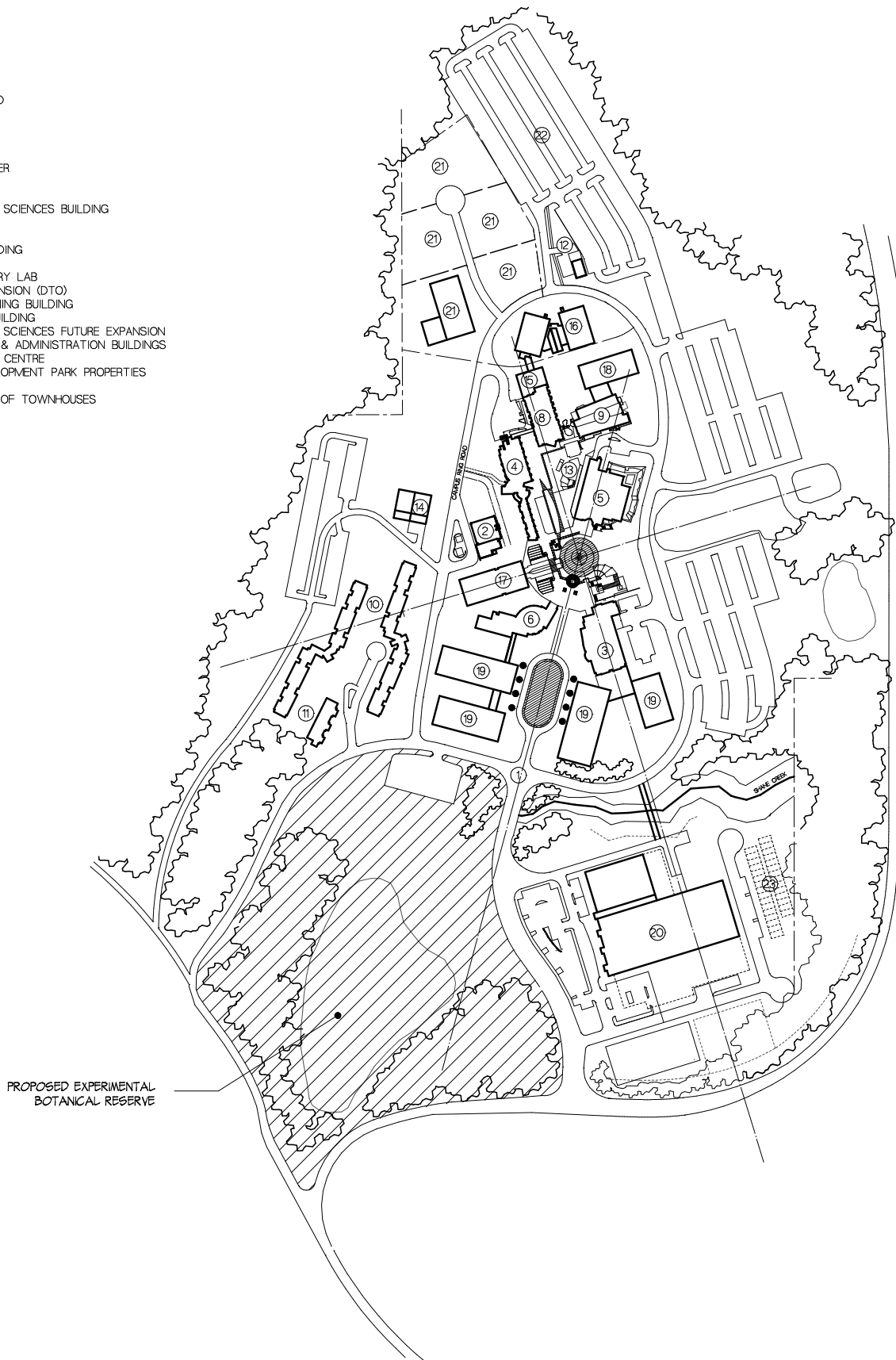
- ✓ *Student Services*
 - Priority for space in the Agora, along with Co-op Education, for space vacated by NUGSS and related offices.
 - Relocation of the major part of the Learning Skills Centre to the second floor of the Geoffrey Weller Library.

- ✓ *Registrar's Office*
 - Priority for space in the Student Services Centre or the Agora.

- ✓ *Classrooms/Meeting Rooms*

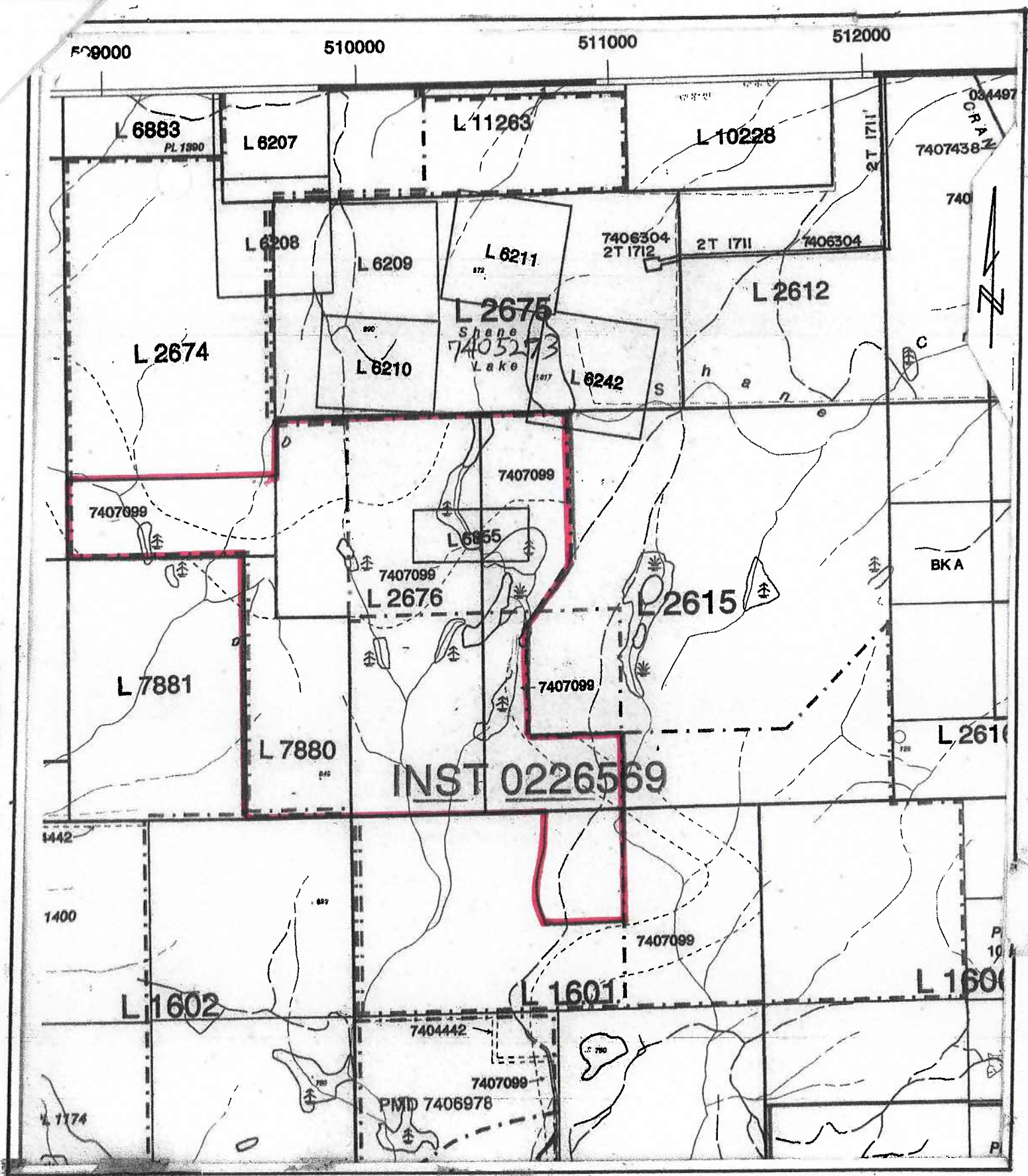
With the conversion of a wing of the Conference Centre to the Northern Undergraduate Student Centre, there will be the loss of three classrooms (6-310, 311, and 312) and of one large meeting room (217). These losses can be compensated for with the relocation of business classes from the Library classrooms to the T&L Centre, and by converting one of the large Library classrooms into a meeting room. With these changes, there will probably be limited net gain in classrooms resulting from the completion of the T&L Centre.

- 1 CAMPUS RING ROAD
- 2 POWER PLANT
- 3 ADMINISTRATION
- 4 LABORATORY
- 5 LIBRARY
- 6 CONFERENCE CENTER
- 7 AGORA
- 8 LABORATORY
- 9 NORTHERN HEALTH SCIENCES BUILDING
- 10 RESIDENCES
- 11 DAYCARE
- 12 MAINTENANCE BUILDING
- 13 FIRST NATIONS
- 14 ENHANCED FORESTRY LAB
- 15 LABORATORY EXTENSION (DTO)
- 16 TEACHING & LEARNING BUILDING
- 17 STUDENT UNION BUILDING
- 18 NORTHERN HEALTH SCIENCES FUTURE EXPANSION
- 19 FUTURE ACADEMIC & ADMINISTRATION BUILDINGS
- 20 NORTHERN SPORTS CENTRE
- 21 RESEARCH & DEVELOPMENT PARK PROPERTIES
- 22 FUTURE PARKING
- 23 FUTURE LOCATION OF TOWNHOUSES



FUTURE CAMPUS PLAN
 UNIVERSITY OF NORTHERN BRITISH COLUMBIA

SCALE NTS DRAWN LEO M.
 DATE 06 MARCH 2006 PROJECT No. 110481



**Integrated Land
Management
Bureau**

*Ministry of
Agriculture and Lands*

File: 0226569
 Scale: 1:20,000
 Map Ref: 936.086
 Area: ± 706.0 ha
 Photo No: