

**Ministry of Infrastructure**

**2024/25**  
**Annual Service Plan Report**

**August 2025**



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## Minister's Accountability Statement



The Ministry of Infrastructure 2024/25 Annual Service Plan Report covers results of the ministry for the 2024/25 fiscal period. I am accountable for those results as reported.

A handwritten signature in blue ink that reads "Bowinn".

Honourable Bowinn Ma  
Minister of Infrastructure  
August 13, 2025

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## Letter from the Minister

I'm pleased to present this report, which summarizes progress since the Ministry of Infrastructure was created in November 2024 to improve delivery of provincial capital projects. As a licensed professional engineer with a degree in civil engineering, and as a certified project management professional, it is of particular interest to me to ensure British Columbia's critical public infrastructure is high quality, well planned and efficiently delivered.

The Ministry of Infrastructure was formed at a time when the B.C. Government is making record levels of capital investment. It has brought project planning, procurement and delivery for vertical provincial capital projects such as schools, health care, and post-secondary facilities together into one, purpose-built ministry.

In the months since it was created, the ministry has been working hard managing projects already in progress as well as identifying opportunities to deliver projects faster and in more cost-effective ways. In addition, during the final months of fiscal 2024/25, the ministry drafted new legislation, the *Infrastructure Projects Act*, that was introduced in April 2025. It is designed to better coordinate resources, reduce delays and get shovels in the ground faster for projects communities need. Our ministry is deeply committed to working with Indigenous Peoples and partners to develop the regulations and policies that will guide its important work.

I am proud of what the ministry accomplished in its first four months and am excited for the work ahead.



Honourable Bowinn Ma  
Minister of Infrastructure  
August 13, 2025

## Purpose of the Annual Service Plan Report

This annual service plan report has been developed to meet the requirements of the *Budget Transparency and Accountability Act* (BTAA), which sets out the legislative framework for planning, reporting and accountability for government organizations. Under the BTAA, the minister is required to report on the actual results of the ministry's performance related to the forecasted targets stated in the service plan for the reported year.

## Strategic Direction

The strategic direction set by government in 2020 and through minister mandate letters in 2022 shaped the goals, objectives, performance measures and financial plan outlined in ministries' 2024/25 – 2026/27 service plans. This report will also identify the direction that was transferred to the Ministry of Infrastructure in November 2024.

[Minister Bowinn Ma's 2025 Mandate Letter](#) outlines the strategic priorities for the Ministry of Infrastructure. These priorities will be integrated into the ministry's service plan for 2026/27 - 2028/29, which will be published alongside Budget 2026. Updates will be provided in future annual service plan reports.

## Purpose of the Ministry

The ministry was created to support British Columbia's growing communities by leading the work to deliver the important capital projects needed for core public services.

Budget 2025 made significant investments in vital capital projects across the health, education and post-secondary sectors.

The main types of projects within the ministry's mandate are public K-12 schools; hospitals and other medical facilities, including long-term care facilities; and post-secondary core facilities that support education delivery, including student housing.

The ministry oversees projects and works closely with other ministries to support Government priorities. This includes working with the:

- Ministry of Education and Child Care to plan and build K-12 schools and to evaluate projects for new child care spaces co-located with public sector organizations,
- Ministry of Health to plan and build new hospitals and other medical facilities, including long-term care facilities;
- Ministry of Post-Secondary Education and Future Skills to plan and build facilities that support post-secondary education, including student housing;
- Ministry of Citizens' Services to evaluate surplus Government lands prior to disposition;
- Ministry of Transportation and Transit to assess unused land parcels;

- Other provincial ministries and agencies to build significant capital projects – for example, working with the Royal BC Museum and the Ministry of Tourism, Culture, Sport and Arts to build the new Provincial Archives, Research, and Collections campus.

The ministry also oversees two crown corporations: [Infrastructure BC](#) and [BC Infrastructure Benefits](#).

## Operating Environment

Since 2017, Government has been building record numbers of critical public infrastructure projects to deliver core services that people need in their communities. Over the same period, British Columbia has seen rapid population growth, underscoring the urgent need to expand and improve critical infrastructure. Efforts to meet growing demand through record-breaking financial investment have been challenged by rising inflation that drives up the cost to complete capital projects.

Significant potential cost pressures emerged during fiscal 2024/25 in the form of new and evolving U.S. trade tariffs. In response, Government worked quickly to develop guidelines to protect the economy and minimize inflation. The ministry has and continues to work with partners in the health, education and post-secondary sectors and with the construction industry to assess current and upcoming procurement activities that would typically require U.S. goods and services and to help identify Canadian and non-U.S. substitutes.

## Economic Statement

After several years of strong growth, economic activity in British Columbia moderated in 2024 amid high interest rates, persistent price pressures, and ongoing global economic uncertainty. B.C.'s real GDP increased by 1.2 per cent in 2024 and ranked 8th (tied with Ontario) among the provinces following growth of 2.4 per cent in 2023. Last year, economic growth was driven by B.C.'s service-producing industries such as real estate, rental and leasing; health care and social assistance services; transportation and warehousing; public administration; and educational services. Output for goods-producing industries declined in 2024 due to lower construction and manufacturing activity, which was partly offset by growth in the mining, quarrying and oil and gas extraction; utilities; and agriculture, forestry, fishing and hunting sectors.

B.C.'s labour market continued to expand in 2024. Employment in B.C. increased by 66,100 jobs (+2.3 per cent), supported by high immigration, and wages and salaries rose by 6.3 per cent. B.C.'s unemployment rate averaged 5.6 per cent in 2024, up from 5.2 per cent in 2023 as strong population and labour force growth outpaced job gains. Elevated interest rates, rising construction costs, and ongoing labour shortages weighed on the construction sector last year. Housing starts totaled 45,828 units in 2024, down 9.2 per cent from the record high in 2023, but remained above the ten-year historical average. B.C. home sales increased by 2.1 per cent and the average home sale price increased by 1.0 per cent compared to 2023. Price pressures in B.C. continued to broadly moderate last year, but shelter price growth remained elevated. Overall, B.C.'s inflation rate averaged 2.6 per cent in 2024, down from 3.9 per cent in 2023. Despite strong population growth, nominal retail sales increased by just 0.6 per cent in 2024, following a 0.1 per cent decline in 2023. On the trade front, weak global demand and lower commodity prices (primarily natural gas and coal prices) last year contributed to a 2.7 per cent decline in B.C.'s merchandise exports relative to 2023 despite increased exports to non-U.S. destinations including China, South Korea, and Australia.



# Report on Performance: Goals, Objectives, and Results

The ministry was created after the service plans for fiscal year 2024/25 were issued. In late 2024 when the ministry was created, it took over responsibility and accountability for some policies, programs and functions previously held by other ministries. In some cases, these responsibilities were reflected in service plans from the ministries of Education and Child Care; Health; and Post-Secondary Education and Future Skills. While these responsibilities are identified below, please refer to the annual service plan reports of the noted organizations for discussions of results from 2024/25. For forward-looking planning information on the Ministry of Infrastructure, please see the ministry's [2025/26 service plan](#).

| Service Plan                                                                | Objective                                                                                                                                                                          | Strategy/Strategies in-scope of INF's mandate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-----------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <a href="#">Ministry of Education and Child Care's 2024/25 service plan</a> | <p>Objective 2.1: Create and maintain physical environments that promote healthy, sustainable, and effective learning.</p> <p><b>Note: This objective is in-scope for INF.</b></p> | <ul style="list-style-type: none"> <li>Invest in new schools and additions (including prefabricated construction) to address unprecedented student enrolment pressures in many areas of the province.</li> <li>Invest in the creation, expansion, and relocation of child care facilities to create new, licensed child care spaces both on school grounds and off.</li> <li>Upgrade and replace major systems within existing schools, including ventilation systems to ensure that school environments are safe and healthy for all occupants.</li> <li>Work with Engineers and Geoscientists BC to assess seismic risks in schools and invest in seismic projects to make schools safe in the event of an earthquake.</li> <li>Meet climate change and energy efficiency standards, as set out in the CleanBC Plan.</li> </ul> |

| Service Plan                                                                                 | Objective                                                                                                                                                                                                    | Strategy/Strategies in-scope of INF's mandate                                                                                                                                                                                                                              |
|----------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <a href="#">Ministry of Health's 2024/25 service plan</a>                                    | <p>Objective 1.2: Increase access to community-based care, including specialized services for adults with complex care needs and/or frailty.</p> <p><b>Note: This objective is out-of-scope for INF.</b></p> | <ul style="list-style-type: none"> <li>Continue investment in the renewal and expansion of health authority long-term care (LTC) facilities focusing on replacement of outdated facilities while also adding to the supply of beds to help meet growing demand.</li> </ul> |
| <a href="#">Ministry of Post-Secondary Education and Future Skills' 2024/25 service plan</a> | <p>Objective 1.1: "Provide more affordable access to skills training and postsecondary education.</p> <p><b>Note: This objective is out-of-scope for INF.</b></p>                                            | <ul style="list-style-type: none"> <li>Continue to work with public post-secondary institutions to build new on-campus student housing beds as part of Homes for People plan.</li> </ul>                                                                                   |

# Financial Report

## Financial Summary

|                                                                      | Estimated<br>(\$000) | Other<br>Authoriz-<br>ations <sup>1</sup><br>(\$000) | Total<br>Estimated<br>(\$000) | Actual<br>(\$000) | Variance<br>(\$000) |
|----------------------------------------------------------------------|----------------------|------------------------------------------------------|-------------------------------|-------------------|---------------------|
| <b>Operating Expenses</b>                                            |                      |                                                      |                               |                   |                     |
| Transfer from Ministry of Education and Child Care                   | 0                    | 28,580                                               | 28,580                        | 28,580            | 0                   |
| Transfer from Ministry of Health                                     | 0                    | 9,315                                                | 9,315                         | 7,416             | (1,899)             |
| Transfer from Ministry of Mental Health and Addictions               | 0                    | 3,011                                                | 3,011                         | 3,330             | 319                 |
| Transfer from Ministry of Municipal Affairs                          | 0                    | 803                                                  | 803                           | 802               | (1)                 |
| Transfer from Ministry of Post-Secondary Education and Future Skills | 0                    | 5,468                                                | 5,468                         | 5,338             | (130)               |
| <b>Sub-total</b>                                                     | <b>0</b>             | <b>47,177</b>                                        | <b>47,177</b>                 | <b>45,466</b>     | <b>(1,711)</b>      |
| Adjustment of Prior Year Accrual                                     | 0                    | 0                                                    | 0                             | 0                 | 0                   |
| <b>Total <sup>2</sup></b>                                            | <b>0</b>             | <b>47,177</b>                                        | <b>47,177</b>                 | <b>45,466</b>     | <b>(1,711)</b>      |
| <b>Ministry Capital Expenditures</b>                                 |                      |                                                      |                               |                   |                     |
| Transfer from Ministry of Citizens' Services                         | 0                    | 54,349                                               | 54,349                        | 0                 | (54,349)            |
| Transfer from Ministry of Mental Health and Addictions               | 0                    | 3                                                    | 3                             | 0                 | (3)                 |
| <b>Total</b>                                                         | <b>0</b>             | <b>54,352</b>                                        | <b>54,352</b>                 | <b>0</b>          | <b>(54,352)</b>     |
| <b>Capital Plan</b>                                                  |                      |                                                      |                               |                   |                     |
| Transfer from Other Appropriations Capital Funding                   |                      |                                                      |                               |                   |                     |
| Schools                                                              | 0                    | 1,046,194                                            | 1,046,194                     | 880,551           | (165,643)           |
| Health Facilities                                                    | 0                    | 3,529,550                                            | 3,529,550                     | 2,399,775         | (1,129,775)         |
| Post-secondary Institutions                                          | 0                    | 1,107,256                                            | 1,107,256                     | 690,310           | (41,946)            |
| Royal British Columbia Museum                                        | 0                    | 136,922                                              | 136,922                       | 86,892            | (50,030)            |
| <b>Sub-total</b>                                                     | <b>0</b>             | <b>5,819,922</b>                                     | <b>5,819,922</b>              | <b>4,057,528</b>  | <b>(1,762,394)</b>  |
| Adjustment of Prior Year Accrual <sup>3</sup>                        | 0                    | 0                                                    | 0                             | (14)              | (14)                |
| <b>Total</b>                                                         | <b>0</b>             | <b>5,819,922</b>                                     | <b>5,819,922</b>              | <b>4,057,514</b>  | <b>(1,762,408)</b>  |

<sup>1</sup> "Other Authorizations" include Supplementary Estimates, Statutory Appropriations, Contingencies and Government Reorganization.

<sup>2</sup>“Other Authorizations” include \$45.809 million for Government reorganization transfers and \$1.368 million for Contingencies access.

<sup>3</sup>The Adjustment for Prior Year Accrual of \$0.014 million includes \$0.004 million for Health Facilities, \$0.002 million for Post-secondary Institutions and \$0.008 million for Royal British Columbia Museum.

## Capital Expenditures

### Health Sector

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|---------------------------------------------|-------------------------------------------|------------------------------------|
| <b>Royal Columbian Hospital<br/>Redevelopment – Phase 1</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 2020                              | 246                                         | 5                                         | 251                                |
| <p><b>Objective:</b> Phase 1 of the Royal Columbian Hospital (RCH) redevelopment project consists of a 75-bed, five-storey, approximately 13,000 m<sup>2</sup> LEED (Leadership in Energy and Environmental Design) Gold mental health and substance use building, plus four levels of parking, a new energy centre, and relocation of the helipad. The project is complete, and only trailing costs remain for items like warranty holdback and deficiency rectification.</p> <p>The project objectives included:</p> <ul style="list-style-type: none"> <li>• Improve the health and well-being of the people of the RCH community.</li> <li>• Create a modern facility delivering exemplary clinical outcomes.</li> <li>• Deliver high quality, culturally sensitive health care services.</li> </ul> <p><b>Costs:</b></p> <ul style="list-style-type: none"> <li>• The capital cost of the project is estimated at \$251 million. The RCH Foundation is contributing \$9 million with the balance of funding provided by the Province.</li> </ul> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• The new mental health and substance use building will improve operational efficiencies and clinical programs in mental health while being designed to a LEED Gold standard to support a safe and healthy work environment.</li> <li>• The new energy centre is sized to accommodate the full build-out of the global redevelopment of the campus, increase energy efficiency by 20-30 percent, eliminate the current risk of power systems failure, and protect power sources and IM (Information Management)/IT (Information Technology) infrastructure in a post-disaster building.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• No remaining risk as the project is complete.</li> </ul> |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|---------------------------------------------|-------------------------------------------|------------------------------------|
| <b>Red Fish Healing Centre for Mental Health and Addiction – ʈəʈiʈ ʈəwʈəʈəq ʈəʈəʈ</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 2021                              | 129                                         | 2                                         | 131                                |
| <p><b>Objective:</b> The new 105-bed facility is located on səmiq ʈəʈəʈə (pronounced Suh-MEE-kwuh-EL-uh), which means “The Place of the Great Blue Heron” in Coquitlam and replaced the Burnaby Centre for Mental Health and Addictions. Construction of the new facility is substantially complete, and it opened to patients in 2021. Only trailing costs remain for items like warranty holdback and deficiency rectification.</p> <p><b>Costs:</b> The capital cost of the project is estimated at \$131 million and is fully funded by the Province.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>The new purpose-built facility provides a more therapeutic space for those living with complex mental health challenges and addictions. The centre treats both mental illness and addictions simultaneously and offers trauma-informed, culturally safe care that focusses on mental and physical wellness.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>Limited remaining risk as the project is substantially complete.</li> </ul> |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|---------------------------------------------|-------------------------------------------|------------------------------------|
| <b>Penticton Regional Hospital<br/>Patient Care Tower</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 2022                              | 297                                         | 0                                         | 297                                |
| <p><b>Objective:</b> The Patient Care Tower (PCT) project was planned in two phases. Phase 1 construction of the new 25,582 m<sup>2</sup> PCT started in April 2016 and included a new surgical services centre and 84 medical/surgical inpatient beds in single patient rooms. The PCT opened to patients on April 29, 2019. Phase 2 completed in 2022 and included a renovation to vacant areas in the current hospital to allow for the expansion of the emergency department, as well as renovations to existing support areas. Only trailing costs remain for items like warranty holdback and deficiency rectification. The project objectives included:</p> <ul style="list-style-type: none"> <li>• Improve the model of care and patient outcomes/safety through application of evidence-based design principles and health care facility design and construction standards that all have a patient-centred design philosophy.</li> <li>• Implement design features that enhance the well-being of patients, families, visitors, staff, and communities.</li> </ul> <p><b>Costs:</b> The original total estimated capital cost of the project was \$325 million is now substantially complete with a capital cost of \$297 million. The provincial share of this total is \$153 million, with contributions from the Interior Health Authority of \$14 million, the Okanagan Similkameen Regional Hospital District of \$111 million and South Okanagan Similkameen Medical Foundation of \$19 million.</p> <p><b>Benefits:</b> The project benefits included improved patient care experience (improvement in patient safety, privacy, and confidentiality), reduced infection control risks, and improved compliance with current health care design standards.</p> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• No remaining risk as the project is complete.</li> </ul> |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>Dogwood Lodge Long-Term Care Home Replacement</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 2023                              | 63                                          | 2                                         | 65                                 |
| <p><b>Objective:</b> The replacement of the 150-bed long-term care facility is located on Lot 5 of the Pearson Dogwood site in Vancouver. Only trailing costs remain for items like warranty holdback and deficiency rectification. The project objectives included:</p> <ul style="list-style-type: none"> <li>• Improve quality of life for residents.</li> <li>• Sustainable, diverse, mixed-use community centered on health, wellness, vitality, accessibility, and inclusivity that benefits/improves the health and well-being of individuals.</li> <li>• Invest in residential care bed stock to increase sustainability of beds.</li> </ul> <p><b>Costs:</b> The total estimated capital cost of the project is \$65 million, funded entirely by Vancouver Coastal Health Authority from the net proceeds of the sale of the combined Pearson and Dogwood properties and from other internal sources.</p> <p><b>Benefits:</b> The project benefits patients and families from throughout Vancouver through significant improvements in service delivery including:</p> <ul style="list-style-type: none"> <li>• Homes designed for residents.</li> <li>• Community space designed for all.</li> <li>• Optimize resources.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• Limited remaining risk as the project is substantially complete.</li> </ul> |                                   |                                             |                                           |                                    |



| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|---------------------------------------------|-------------------------------------------|------------------------------------|
| <b>Lions Gate Hospital – New Acute Care Facility</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 2025                              | 293                                         | 33                                        | 326                                |
| <p><b>Objective:</b> Construction of the new six-storey Paul Myers Tower at Lions Gate Hospital will replace 108 outdated and undersized inpatient beds, expand the perioperative suite (including eight new universal operating rooms), create a new surgical daycare and post-anaesthetic recovery room to support new and existing operating rooms, and provide a new replacement medical device reprocessing department and new outpatient clinics and support services. Renovations will be made to existing infrastructure to facilitate integration of the new facility with existing buildings. The tower was substantially complete in 2024 and opened in March 2025. The project objectives included:</p> <ul style="list-style-type: none"> <li>• Replacing and upgrading aging and outdated facility infrastructure to meet current standards for staff and patient safety, and for business continuity.</li> <li>• Build a facility that is environmentally responsible (to LEED Gold or equivalent) and supports a safe and healthy work environment.</li> </ul> <p><b>Costs:</b> The total estimated capital cost of the project is \$326 million, with \$160 million funded by the Province, \$96 million by Lions Gate Hospital Foundation, and \$70 million through Vancouver Coastal Health Authority internal sources.</p> <p><b>Benefits:</b> The project presents many benefits, including:</p> <ul style="list-style-type: none"> <li>• Innovation in advanced procedures by creating a contemporary facility that integrates current advanced technologies and is designed to accommodate future advances.</li> <li>• Improved efficiencies and utilization with more universal and flexible operating rooms and appropriate support space.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• The general risks associated with the project relate to scope and functionality, schedule, and cost.</li> </ul> |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>Stuart Lake Hospital Replacement</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 2025                              | 146                                         | 12                                        | 158                                |
| <p><b>Objective:</b> The Stuart Lake Hospital replacement project is a replacement of the existing hospital on the current site in Fort St. James. The new Stuart Lake Hospital opened to the public on January 14, 2025. The existing facility will be demolished to make way for parking. The new hospital is three times larger than the current facility, with 27 beds, including 18 long-term care beds. There is also an emergency department with two treatment rooms, a trauma bay, and ambulance bay. The hospital features a primary care centre that consolidates services currently being offered in Fort St. James to one location. The project objectives include:</p> <ul style="list-style-type: none"> <li>• Create an exceptional hospital experience and support high levels of self-reported satisfaction of patients and families.</li> <li>• Incorporate evidence-based design features that improve the healing environment and enable culturally safe care for Indigenous peoples in a facility that is welcoming to all communities served by the project.</li> </ul> <p><b>Costs:</b> The total estimated capital cost of the project is \$158 million, with \$140 million funded by the Province and \$18 million funded by the Stuart Nechako Regional Hospital District.</p> <p><b>Benefits:</b> In alignment with the Northern Health strategic plan, the benefits of the new hospital include the ability to:</p> <ul style="list-style-type: none"> <li>• Provide the physical infrastructure necessary to meet current clinical standards for the patient population of the northern region.</li> <li>• Provide staff and clinicians with state-of-the-art equipment and the right environment to help them flourish in their work.</li> <li>• Consolidation of the primary care centre with the new hospital on the existing site.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• The general risks associated with the project relate to scope and functionality, schedule, and cost.</li> </ul> |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>Nanaimo Regional General Hospital – Intensive Care Unit and High Acuity Unit Redevelopment</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 2025                              | 44                                          | 16                                        | 60                                 |
| <p><b>Objective:</b> The project entails construction of a new three-storey expansion to the Nanaimo Regional General Hospital that includes a 12-bed intensive care unit (ICU) and a 12-bed high acuity unit (HAU). The ICU opened to patients in June 2023. The HAU, which is currently under construction, is expected to complete in 2025. The HAU is being outfitted in shelled space on the main floor of the expansion that was constructed as part of the \$41.5 million ICU project originally announced in November 2018. The decision to outfit the HAU came during the COVID-19 pandemic, bringing the total project cost to \$60 million. The project objectives include:</p> <ul style="list-style-type: none"> <li>• Staff &amp; patient safety.</li> <li>• Patient privacy/family confidentiality.</li> <li>• Care team communication.</li> <li>• Care process efficiency.</li> <li>• Learning/mentoring.</li> <li>• Healing space.</li> </ul> <p><b>Costs:</b> The total estimated capital cost of the project is \$60 million, with \$22 million funded by the Province, \$10 million by the Nanaimo &amp; District Hospital Foundation, \$20 million funded by the Nanaimo Regional Hospital District, and \$8 million through Island Health Authority internal sources.</p> <p><b>Benefits:</b> The project will:</p> <ul style="list-style-type: none"> <li>• Improve patient safety and quality of care.</li> <li>• Modernize and expand the ICU to meet current and future demands with treatment spaces designed to current standards at the hospital.</li> <li>• Provide patients with more care and closer monitoring by creating a new 12-bed HAU.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• The general risks associated with the project relate to project scope and functionality, schedule, cost and operations and maintenance risk.</li> </ul> |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| University Hospital of Northern BC (UHNBC) Redevelopment – Phase 1 (Site Preparation)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 2026                              | 27                                          | 76                                        | 103                                |
| <p><b>Objective:</b> The purpose of Phase 1 of the UHNBC Redevelopment project is to prepare the site for future redevelopment. Scope includes construction of a 471-space parkade next to the BC Cancer Centre for the North. The parkade is expected to be substantially complete in October 2025. This will be followed by demolition of the Northern Interior Health Unit building to support future site development. The project objectives include:</p> <ul style="list-style-type: none"> <li>• Prepare the UHNBC campus for future redevelopment.</li> <li>• Address current and future parking capacity.</li> </ul> <p><b>Costs:</b> The total estimated capital cost of the project is \$103 million, with \$62 million funded by the Province and \$41 million funded by the Fraser-Fort George Regional Hospital District.</p> <p><b>Benefits:</b> The project will:</p> <ul style="list-style-type: none"> <li>• Take advantage of phasing to help minimize delays so that the relocation and demolition of the existing Health Unit can occur in preparation for future redevelopment.</li> <li>• Address an existing shortage and future need for parking stalls, which is expected to increase as a result of future expansion.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• The general risks associated with the project relate to project scope and functionality, schedule, cost and operations and maintenance risk.</li> </ul> |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>Surrey Memorial Hospital – Hemodialysis Renal Centre</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 2026                              | 17                                          | 68                                        | 85                                 |
| <p><b>Objective:</b> A new purpose built, two storey renal centre will be constructed on the northwest corner of the Surrey Memorial Hospital (SMH) campus, immediately adjacent to the SMH Critical Care Tower's Emergency entrance. The stand-alone building will feature 21 hemodialysis stations, including a bariatric pod, airborne isolation pod, reception, waiting area, clinical support space, and staff and technical support areas. The project scope also includes the demolition of the Townline Medical Centre to develop a paved parking lot to accommodate the increased renal services demand and make up for lost parking stalls. The project objectives include:</p> <ul style="list-style-type: none"> <li>Expand capacity to treat patients with kidney disease by adding 21 new renal hemodialysis stations, bringing the total at SMH to 60.</li> <li>Provide patients with timely access to life sustaining hemodialysis services closer to home.</li> </ul> <p><b>Costs:</b> The total estimated capital cost of the project is \$85 million, with \$84 million funded by the Province and \$1 million funded by the Surrey Hospitals Foundation.</p> <p><b>Benefits:</b> The project will:</p> <ul style="list-style-type: none"> <li>Address hemodialysis capacity concerns in the Fraser South.</li> <li>Improve patient experience in a purpose-built facility.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>The general risks associated with the project relate to project scope and functionality, schedule, cost and operations and maintenance risk.</li> </ul> |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>Surrey Memorial Hospital – IC-IR Suites</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 2025                              | 7                                           | 90                                        | 97                                 |
| <p><b>Objective:</b> To expand interventional services at Surrey Memorial Hospital (SMH). Scope involves renovating space within the existing hospital to create a new IC-IR department that will include two new cardiac interventional suites, two new interventional radiology suites and 29 pre-and post-operative beds with related clinical and staff support space. The project objectives include:</p> <ul style="list-style-type: none"> <li>Improve wait times and provide high quality, timely access to diagnostic cardiac catheterization, percutaneous coronary interventions and interventional radiology procedures in Surrey.</li> </ul> <p><b>Costs:</b> The total estimated capital cost of the project is \$97 million funded entirely by the Province.</p> <p><b>Benefits:</b> The project will:</p> <ul style="list-style-type: none"> <li>Address increasing demand for interventional cardiology and radiology at SMH and regionally.</li> <li>Improve patient quality of life through timely access to services closer to home.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>The general risks associated with the project relate to project scope and functionality, schedule, cost and operations and maintenance risk.</li> </ul> |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>Mills Memorial Hospital Replacement (Ksyen Regional Hospital)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 2026                              | 610                                         | 23                                        | 633                                |
| <p><b>Objective:</b> The Mills Memorial Hospital project is a replacement of the existing hospital originally built in 1959. The new hospital was opened on November 24, 2024, (although site and demolition work is continuing) and has been renamed Ksyen (KUH-see-yen) Regional Hospital, Terrace. The new name recognizes the territory in which the hospital was built and the region it serves. The existing facility will be demolished to make way for parking. The new hospital will include 83 inpatient beds, an increase of 39 beds over the existing capacity. There will be four operating rooms and 20 emergency department treatment spaces. The project also includes the relocation and expansion of the Seven Sisters facility, which opened to patients in February 2024 and accommodates a regional mental health rehabilitation and recovery program, on the hospital site. The project objectives include:</p> <ul style="list-style-type: none"> <li>• Create an exceptional hospital experience and support high levels of self-reported satisfaction for patients and families.</li> <li>• Incorporate evidence-based design features that improve the healing environment, enable culturally safe care for Indigenous people, and are welcoming to all communities served by the new hospital.</li> </ul> <p><b>Costs:</b> The total estimated capital cost of the project is \$633 million, with \$510 million funded by the Province, \$120 million funded by the North West Regional Hospital District and \$3 million funded by the Dr. REM Lee Hospital Foundation.</p> <p><b>Benefits:</b> The project will strengthen the role of the hospital in the Northwest HSDA and support the residents of the Northwest HSDA with appropriate healthcare service delivery. The project objectives include:</p> <ul style="list-style-type: none"> <li>• Improve energy efficiency and reduce greenhouse gas emissions as a result of energy conservation strategies.</li> <li>• Accommodate more complex surgeries, including inpatient orthopaedics and general surgery, along with the coordination of certain other surgical services.</li> <li>• Enhance the intensive care unit by increasing the number of patients being cared for, and in the provision of the 24/7 respiratory therapy services support.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• The general risks associated with the project relate to scope and functionality, schedule, and cost.</li> </ul> |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>Royal Columbian Hospital<br/>Redevelopment Phases 2 &amp; 3</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 2026                              | 841                                         | 403                                       | 1,244                              |
| <p><b>Objective:</b> Phase 2 of the Royal Columbian Hospital (RCH) redevelopment project consists of a 388-bed, 11-storey, approximately 55,000 m<sup>2</sup> acute care tower with an underground parkade and heliport on top of the building. The new tower is expected to open to patients in early 2026. Phase 3 consists of critical enabling work to support the RCH campus' increased capacity and to improve the delivery of patient care. It includes upgrades and expansion of the services located in the Health Care Centre and Columbia Tower.</p> <p>The RCH Redevelopment project is part of Fraser Health Authority's comprehensive strategy to optimize utilization of acute care capacity and achieve efficiencies in service delivery. The project objectives include:</p> <ul style="list-style-type: none"> <li>• Provide patient-centered care.</li> <li>• Increase access to quality diagnostic services.</li> <li>• Increase access to specialist services.</li> </ul> <p><b>Costs:</b> The total estimated capital cost of the project is \$1.244 billion, with \$1.182 billion funded by the Province, \$30 million by Royal Columbian Hospital Foundation, and \$32 million through Fraser Health Authority internal sources.</p> <p><b>Benefits:</b> The expected benefits of the project upon completion of Phases 2 and 3 include:</p> <ul style="list-style-type: none"> <li>• An increase in RCH's acute care capacity by over 50 percent to address growing service needs, help ease congestion, introduce advanced medical technologies and enhance the working environment for health professionals.</li> <li>• Improvements in patient-centered outcomes and patient reported measures.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• The general risks associated with the project relate to project scope and functionality, integration, schedule, cost and operations and maintenance risk.</li> </ul> |                                   |                                             |                                           |                                    |



| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>Abbotsford Long-Term Care (LTC)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 2028                              | 25                                          | 186                                       | 211                                |
| <p><b>Objective:</b> The Abbotsford Long-Term Care (LTC) project will include construction of a new 200 bed long-term care building to replace the 109 bed Cottage and Worthington Pavilion and add 91 new LTC beds. The new LTC home will include 200 single bedrooms, a 32 space Day Program for Older Adults (DPOA), and community spaces and support services for residents, families and staff. The project scope also includes a 49 space child daycare. The project objectives seek to address Fraser Health's projected need for LTC beds to meet the demands of an aging population and those requiring long-term care. The COVID-19 pandemic and impact on LTC residents has caused a greater urgency to redevelop existing long-term care buildings and build greater capacity within the system, both regionally and provincially.</p> <p><b>Costs:</b> The total estimated capital cost of the project is \$211 million, with \$157 million funded by the Province, \$32 million funded by the Regional Hospital District, and \$22 million through Fraser Health Authority internal sources.</p> <p><b>Benefits:</b> This project will:</p> <ul style="list-style-type: none"> <li>• Replace 109 beds at the outdated Cottage/Worthington Long-Term Care and add 91 net new long-term care beds to help meet demand for long-term care services in Abbotsford.</li> <li>• Improve the staff, resident and family experience, including infection prevention and control and culturally sensitive care.</li> <li>• Provide 32 Day Programs for Older Adults spaces to support clients to remain in their own homes as long as possible.</li> <li>• Establish 49 new childcare spaces.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• The general risks associated with the project include project scope and functionality, schedule, construction cost and facility operation.</li> </ul> |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>Campbell River Long-Term Care (LTC)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 2027                              | 1                                           | 133                                       | 134                                |
| <p><b>Objective:</b> This project delivers a new 153-bed long-term care home in Campbell River including a 10-bed hospice unit, and a 26-bed convalescent care unit. This project objectives are to address the significant need for additional long-term care beds on Vancouver Island, particularly in the Campbell River and North Island area where the 75+ age group is expected to grow 137% by 2041.</p> <p><b>Costs:</b> The total estimated capital cost of the project is \$134 million, with \$80 million funded by the Province and \$54 million funded by the Comox-Strathcona Regional Hospital District.</p> <p><b>Benefits:</b> This project will:</p> <ul style="list-style-type: none"> <li>• Add 153 net new beds to help meet the demand for long-term care services in the Campbell River and North Island area.</li> <li>• Improve the staff, resident, and family experience (including infection prevention and control), by providing a homelike experience that allows residents to live the remaining months or years of their lives with dignity.</li> <li>• Create 10 new hospice beds and establish 37 new childcare spaces, including eight spaces for overnight care.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• The general risks associated with the project relate to project scope and functionality, schedule, cost and operations and maintenance risk.</li> </ul> |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>Cowichan District Hospital Replacement</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 2027                              | 608                                         | 838                                       | 1,446                              |
| <p><b>Objective:</b> The Cowichan District Hospital project will replace the existing hospital originally built in 1967. The new hospital will be built on a 22-acre greenfield site on Bell McKinnon Road. The new hospital will include 204 inpatient beds, an increase of 70 beds. There will be seven operating rooms, 36 emergency department treatment spaces, and a level-one nursery to support more newborns to stay locally when additional care is needed. The project objectives include:</p> <ul style="list-style-type: none"> <li>Optimize and increase the Cowichan Region's capacity to provide appropriate services in the right place, at the right time so we can meet the population's growing and changing needs well into the future, with a focus on elderly and Indigenous populations and those needing mental health services.</li> </ul> <p><b>Costs:</b> The total estimated capital cost of the project is \$1.446 billion, with \$1.148 billion funded by the Province, \$15 million by the Cowichan Hospital Foundation, and \$283 million funded by the Cowichan Valley Regional Hospital District</p> <p><b>Benefits:</b> The project will:</p> <ul style="list-style-type: none"> <li>Increase acute care capacity to address the health care needs of residents in the Cowichan Region.</li> <li>Reduce barriers to care for Indigenous peoples living in the Cowichan Region.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>The general risks associated with the project include facility scope and functionality, construction cost and schedule, and facility operation.</li> </ul> |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>Dawson Creek and District<br/>Hospital Replacement</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 2027                              | 279                                         | 311                                       | 590                                |
| <p><b>Objective:</b> The Dawson Creek and District Hospital (DCDH) project is a replacement of the existing hospital on a 10-acre greenfield site in Dawson Creek on the nearby Northern Lights College campus. The new DCDH will deliver a total of 70 inpatient beds, an increase of 24 beds. The project also includes an expansion of the emergency department, surgical and operating space, and ambulatory care services. The project objectives include:</p> <ul style="list-style-type: none"> <li>• Create an exceptional hospital experience and support high levels of self-reported satisfaction of patients and families.</li> <li>• Incorporate evidence-based design features that improve the healing environment and enable culturally safe care for Indigenous peoples in a facility that is welcoming to all communities served by the project.</li> </ul> <p><b>Costs:</b> The total estimated capital cost of the project is \$590 million, with \$413 million funded by the Province and the remaining \$177 million funded by the Peace River Regional Hospital District.</p> <p><b>Benefits:</b> This project will:</p> <ul style="list-style-type: none"> <li>• Improve mental health services in the Peace River South Local Health Area by improving access to inpatient and outpatient care and creating a safe and respectful mental health emergency services area.</li> <li>• Enhance cancer and IV therapy services through increased capacity and improved healing environments.</li> <li>• Improve capacity for surgical services by creating a more efficient surgical environment and ensuring procedures occur in the most appropriate location.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• The general risks associated with the project include facility scope and functionality, construction cost and schedule, and facility operation.</li> </ul> |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>Delta Long-Term Care (LTC)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 2028                              | 3                                           | 177                                       | 180                                |
| <p><b>Objective:</b> The Delta Long-Term Care (LTC) project will construct a new 200-bed long-term care building including a Day Program for Older Adults (DPOA) for up to 32 clients and a child daycare centre for up to 49 children. The 200 long-term care beds in the project will replace the existing 92 long-term care beds at the Mountain View Manor in Delta and will add 108 net new beds. This project seeks to address Fraser Health's projected need for long-term care beds to meet the demands of an aging population and those requiring long-term care. The COVID-19 pandemic and impact on long-term care residents has caused a greater urgency to redevelop existing long-term care buildings and build greater capacity within the system, both regionally and provincially. The project objectives include:</p> <ul style="list-style-type: none"> <li>• Replace outdated infrastructure and meet current design standards.</li> <li>• Increase capacity and space to meet existing and future demand.</li> <li>• Improve resident and family experience and improve infection prevention and control.</li> </ul> <p><b>Costs:</b> The total estimated capital cost of the project is \$180 million, with \$162 million funded by the Province and the remaining \$18 million by the Delta Hospital and Community Health Foundation.</p> <p><b>Benefits:</b> This project will:</p> <ul style="list-style-type: none"> <li>• Replace the 92 beds currently in a physically and functionally obsolete facility and adds 108 net new LTC beds to help meet demand for services in Delta.</li> <li>• Improve staff, resident, and family experience, including infection prevention and control and culturally sensitive care.</li> <li>• Provide 32 Day Program for Older Adults spaces to support clients to remain in their own homes as long as possible.</li> <li>• Establish 49 new childcare spaces.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• The general risks associated with the project include project scope and functionality, construction cost and schedule, and facility operation.</li> </ul> |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>Nanaimo Long-Term Care (LTC)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 2027                              | 2                                           | 284                                       | 286                                |
| <p><b>Objective:</b> The Nanaimo Long-Term Care (LTC) project will construct a new 306 bed long-term care building, with a 20-bed hospice unit. The project also includes an Adult Day Program (ADP) for up to 35 clients and childcare space for up to 37 children. The project objectives include:</p> <ul style="list-style-type: none"> <li>Optimize and increase long-term care capacity to provide appropriate services in the right place, at the right time so they can meet the population's growing and changing needs well into the future.</li> <li>Provide state-of-the-art long-term care homes to current and future residents by incorporating evidence-based design to improve health outcomes, quality and safety, efficiency and effectiveness, sustainability, flexibility, and adaptability to accommodate evolving health and care needs into the future.</li> </ul> <p><b>Costs:</b> The total estimated capital cost of the project is \$286 million, with \$172 million funded by the Province and the remaining \$114 million funded by the Nanaimo Regional Hospital District.</p> <p><b>Benefits:</b> This project will:</p> <ul style="list-style-type: none"> <li>Increase long-term care services to address the needs of residents in the Nanaimo Region.</li> <li>Create a building design and model of care that enable a culturally safe environment for Indigenous Elders, including support for traditional healing practices and a sacred space.</li> <li>Increase facility resilience and sustainability with a 52% reduction in greenhouse gas emissions compared to the LEED Gold baseline (zero on-site greenhouse gas emissions).</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>The general risks associated with the project include facility scope and functionality, construction cost and schedule, and facility operation.</li> </ul> |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>New St Paul's Hospital</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 2027                              | 1,556                                       | 624                                       | 2,180                              |
| <p><b>Objective:</b> The New St. Paul's Hospital at the Station Street site in Vancouver will result in a new core hospital (acute care centre and outpatient care centre) with capacity for 548 inpatient beds, a new and larger emergency department, a surgical suite, specialty outpatient clinics and an underground parkade. The project objectives include:</p> <ul style="list-style-type: none"> <li>• Improve the model of care and patient outcomes through application of evidence-based design principles, health care facility design and construction standards.</li> <li>• Utilize the outpatient centre to prevent patients from having to enter the acute care centre.</li> <li>• Create a healthy and safe work environment that improves engagement, recruitment and retention and minimizes workplace injuries.</li> </ul> <p><b>Costs:</b> The total estimated capital cost of the project is \$2.180 billion, with \$1.327 billion funded by the Province, \$131 million by St. Paul's Foundation, and \$722 million from Providence Health Care.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Larger inpatient rooms to improve infection control, patient safety, minimize patient movement, and accommodate family-centred care.</li> <li>• Improved access with 115 additional inpatient beds.</li> <li>• Clinical program adjacencies which are consistent with best practices.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• The general risks associated with the project include facility scope and functionality, construction cost and schedule, and facility operation.</li> </ul> |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>Richmond Long-Term Care (LTC)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 2027                              | 1                                           | 177                                       | 178                                |
| <p><b>Objective:</b> The Richmond Long-Term Care project will replace the temporary Richmond Lions Manor (RLM)-Bridgeport facility with a new long-term care home located at the original site of the RLM at 11771 Fentiman Place in Richmond. The project replaces the 86 long-term care beds currently located at RLM-Bridgeport and will add 58 new long-term care beds for a total of 144 beds. The project also includes an adult day program for up to 25 clients and childcare space for up to 37 children. This project's objectives are to address physical and functional deficiencies in current facilities and to address current and future demand for long-term care services.</p> <p><b>Costs:</b> The total estimated capital cost of the project is \$178 million, with the entire cost being funded by the Province.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Replace 86 beds currently in a physically and functionally obsolete facility, plus add 58 net new beds to help meet demand for long-term care services in Richmond.</li> <li>• Enable the new model of care, which will improve resident and family experience, improve resident safety (including infection prevention and control), increase resident satisfaction, reduce resident complaints, and provide a vibrant, homelike environment that allows residents to live the remaining months or years of their lives with dignity.</li> <li>• Increase facility resilience and sustainability with an 57.8% reduction in greenhouse gas emissions compared to the LEED Gold baseline (zero on-site greenhouse gas emissions).</li> <li>• Add capacity for 25 adult day program spaces and 37 new childcare spaces.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• The general risks associated with the project include facility scope and functionality, construction cost and schedule, and facility operation.</li> </ul> |                                   |                                             |                                           |                                    |



| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>Royal Inland Hospital (RIH) Phil and Jennie Gaglardi Tower</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 2027                              | 419                                         | 71                                        | 490                                |
| <p><b>Objective:</b> A new 107-bed patient care tower at Royal Inland Hospital in Kamloops opened to patients in July 2022. The new tower improves patient experience and outcomes by significantly increasing the number of single-patient rooms, providing new and larger operating rooms, a mental-health and substance-use inpatient unit, child and adolescent mental-health services, obstetrical services, labour, delivery, and a neo-natal intensive care unit.</p> <p>Internal renovations to the emergency department, pediatric unit, post anesthetic recovery, and morgue commenced in 2022 and are scheduled to complete in 2027. The project objectives include:</p> <ul style="list-style-type: none"> <li>• Deliver a project scope that is patient centred, supports the guiding principles, and achieves departmental objectives for inpatient care, mental health and substance use, emergency services, surgical services, maternity and child health, laboratory services and morgue.</li> <li>• Improve patient access and flow within the site.</li> <li>• Improve the model of care delivery and patient outcomes (including patient safety) through application of patient-centred, evidence-based design principles and standards for health care facility design and construction.</li> </ul> <p><b>Costs:</b> The total estimated capital cost of the project is \$490 million, with \$276 million funded by the Province, \$20 million by the RIH Foundation, \$172 million funded by the Thompson Regional Hospital District, and \$22 million through Interior Health Authority internal sources.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Improved patient care experience with improvements in patient safety, privacy and confidentiality.</li> <li>• Reduced risks of infections.</li> <li>• Improved compliance with current health care design standards and clinical standards.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• The general risks associated with the project relate to project scope and functionality, integration, schedule and cost.</li> </ul> |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>Western Communities Long-Term Care</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 2027                              | 2                                           | 222                                       | 224                                |
| <p><b>Objective:</b> The Western Communities Long-Term Care project will deliver a new, three-storey, 306-bed long-term care home in the Royal Bay area of Colwood, including a 20-bed hospice, and an adult day program with 35 spaces. There will also be hairdressing and therapy services, a bistro, and plans for an adjacent 37 space child-care facility. The project objectives include:</p> <ul style="list-style-type: none"> <li>Optimize and increase long-term care capacity to provide appropriate services in the right place, at the right time so we can meet the population's growing and changing needs well into the future.</li> <li>Provide state-of-the-art long-term care facilities to current and future clients by incorporating evidence-based design to improve health outcomes, quality and safety, efficiency and effectiveness, sustainability, flexibility, and adaptability to accommodate evolving health and care needs into the future.</li> </ul> <p><b>Costs:</b> The total estimated capital cost of the project is \$224 million, with \$157 million funded by the Province and the remaining \$67 million funded by the Capital Regional Hospital District.</p> <p><b>Benefits:</b> This project will:</p> <ul style="list-style-type: none"> <li>Increase long-term care capacity to address the health care needs of residents in the Western Communities and Greater Victoria regions.</li> <li>Implement an updated care model that aligns with current best practices and evidence.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>The general risks associated with the project include project scope and functionality, schedule, and budget.</li> </ul> |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>Burnaby Hospital Redevelopment<br/>– Phase 1</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 2027                              | 340                                         | 293                                       | 633                                |
| <p><b>Objective:</b> The Burnaby Hospital Redevelopment Phase 1 project involves construction of a new six-storey 83-bed inpatient/outpatient pavilion and new energy centre, as well as renovation and expansion of the Support Facilities Building, and renovation of the nursing tower. The new pavilion will accommodate relocated services, including medical/surgical inpatient unit, outpatient services, consolidated maternity/labour and delivery unit, a mental health and substance use (MHSU) inpatient unit, and MHSU short stay assessment and treatment unit. Renovation and expansion of the Support Facilities Building will improve access to care by renovating and updating laboratory services, the medical device reprocessing department, additional parking, and renovations to key support services. Renovation of the nursing tower will permit the relocation of the medical and surgical inpatient unit. The project also includes the demolition of the Cascade Building. The project objectives include:</p> <ul style="list-style-type: none"> <li>• Improve patient outcomes by enhancing the quality of the health care environment.</li> <li>• Improve access to community outpatient services for high-complexity / poly-morbid patients.</li> <li>• Improve access to, and quality of, acute care services.</li> </ul> <p><b>Costs:</b> The total estimated capital cost of the project is \$633 million, with \$599 million funded by the Province, \$30 million by the Burnaby Hospital Foundation, and \$4 million through Fraser Health Authority internal sources.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Increased acute care capacity to meet the health care needs of the population in Burnaby.</li> <li>• Safe and efficient acute facility that will improve clinical outcomes.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• The general risks associated with the project relate to project scope and functionality, integration, schedule, cost and operations and maintenance risk.</li> </ul> |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>Centre for Children and Youth Living with Health Complexity</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 2028                              | 41                                          | 269                                       | 310                                |
| <p><b>Objective:</b> A new Centre for Children and Youth Living with Health Complexity will be built on the site at Slocan Street and 21<sup>st</sup> Avenue in Vancouver. The new centre will coordinate care by a multi-disciplinary team, assist families in navigating a complex system of services, train families, care givers and community care providers to comprehensively support their child within their home community, and leverage research and innovation to improve the lives of children and youth living with health complexity and their families. The facility includes 16 two-bedroom family suites for staying services, which provide short stays in a home-like environment with a care-by-parent model while transitioning between the hospital and home, learning new care techniques, or adjusting to new equipment. A 74-space child daycare will also be constructed on the site. The project objectives include:</p> <ul style="list-style-type: none"> <li>• Support all children and youth living with health complexity no matter where they live in B.C. or Yukon by providing services both virtually and on site.</li> <li>• Build capacity in communities to comprehensively support children and youth close to home, by training and supporting care providers across B.C. and Yukon.</li> </ul> <p><b>Costs:</b> The total estimated capital cost of the project is \$310 million, with \$224 million funded by the Province, \$40 million by the BC Children's Hospital Foundation, \$11M from the City of Vancouver, and \$35 million through Provincial Health Services Authority internal sources.</p> <p><b>Benefits:</b></p> <p>The proposed scope of the centre and Slocan program will yield significant outcomes/benefits for children and youth living with health complexity and their families and caregivers, as well as for the broader health-care system.</p> <ul style="list-style-type: none"> <li>• Improve health of patient population.</li> <li>• Improve patient and caregiver experience.</li> <li>• Improve work life of providers.</li> <li>• Reduce per-capita cost of health care.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• The general risks associated with the project include facility scope and functionality, construction cost and schedule, and facility operation.</li> </ul> |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>St Vincent's Heather Long-Term Care (LTC)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 2028                              | 10                                          | 197                                       | 207                                |
| <p><b>Objective:</b> The St. Vincent's Heather Long-Term Care project will deliver a new, 13-storey, 240-bed long-term care home in Vancouver on 33<sup>rd</sup> Avenue and Heather Street. It will include an adult day program with a community hall, sacred space, therapy space, hair salon, activity rooms, and child-care facility that can accommodate 37 children.</p> <p>The project objectives include:</p> <ul style="list-style-type: none"> <li>Replacing outdated and obsolete infrastructure giving clinical providers a place to work where they can achieve better results across all functions of health care leading to better patient outcomes and improving health care.</li> <li>Providing a modern building with a location near transit and inclusion of welcoming staff spaces that will enable Providence Health Care to attract and retain a strong talent pool to deliver the compassionate care that seniors living in long-term care deserve.</li> </ul> <p><b>Costs:</b> The total estimated capital cost of the project is \$207 million, with the entire amount being funded by the Province.</p> <p><b>Benefits:</b> This project will:</p> <ul style="list-style-type: none"> <li>Replace 225 beds currently in physically and functionally obsolete facilities, plus add 15 net new beds to help meet demand for long-term care services in Vancouver.</li> <li>Enable the new model of care, which will improve resident and family experience, improve resident safety (including infection prevention and control), increase resident satisfaction, reduce resident complaints, and provide a vibrant, homelike environment that allows residents to live the remaining months or years of their lives with dignity.</li> <li>Increase facility resilience and sustainability with an 83% reduction in greenhouse gas emissions compared to the LEED Gold baseline (zero on-site greenhouse gas emissions).</li> <li>Add 37 new childcare spaces.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>The general risks associated with the project include facility scope and functionality, schedule risk, and budget risk.</li> </ul> |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>Kamloops Cancer Centre</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 2028                              | 4                                           | 355                                       | 359                                |
| <p><b>Objective:</b> The project includes a standalone five-storey facility that will include three linear accelerators to deliver radiation therapy, a computed tomography (CT) simulator, exam and consult rooms, a Magnetic Resonance Imaging (MRI) suite, and a 470 stall parkade. There will also be upgrades to the hospital to move the community oncology clinic to the main floor next to an expanded and upgraded pharmacy.</p> <p>The project objectives include:</p> <ul style="list-style-type: none"> <li>• Providing person-centred care closer to home.</li> <li>• Inspiring and supporting teams across the community oncology network.</li> <li>• Focusing on cultural safety and inclusion</li> <li>• Attracting and recruiting highly specialized health-care professionals.</li> <li>• Cultivating partnerships.</li> </ul> <p><b>Costs:</b> The total estimated capital cost of the project is \$359 million, with \$314 million funded by the Province and \$45 million by the Thompson Regional Hospital District.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Improved and expanded provision of cancer care closer to home in a growing region.</li> <li>• Enhanced virtual health services delivered in a team-based model of care for consultation, treatment planning, and follow up services.</li> <li>• Improved patient-centred and culturally safe care.</li> <li>• Decreased risks related to infection prevention and control.</li> <li>• Alleviates pressure at BC Cancer – Kelowna and other regional cancer centres.</li> <li>• Expansion of diagnostic imaging at Royal Inland Hospital, including new MRI scanner and expansion of hours for existing two CT scanners.</li> <li>• Substantial increase of staff and public parking on the campus, meeting existing and projected need for parking for the next 20 years.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• The general risks associated with the project include scope and functionality, integration, schedule, and budget risks.</li> </ul> |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| Nanaimo Cancer Centre                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 2028                              | 13                                          | 276                                       | 289                                |
| <p><b>Objective:</b> The project includes a new four-storey building that will be connected to the Nanaimo Regional General Hospital. It will include four linear accelerators for delivering radiation therapy, a PET/CT scanner, 16 chemotherapy treatment bays, five exam rooms and updated surface and structure parking. The project objectives include:</p> <ul style="list-style-type: none"> <li>• Providing person-centred care closer to home</li> <li>• Inspiring and supporting teams across the community oncology network</li> <li>• Focusing on cultural safety and inclusion</li> <li>• Attracting and recruiting highly specialized health-care professionals</li> <li>• Cultivating partnerships</li> </ul> <p><b>Costs:</b> The total estimated capital cost of the project is \$289 million. The province is working with the Nanaimo Regional Hospital District on potential cost sharing opportunities.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Improved and expanded provision of cancer care closer to home in a growing region.</li> <li>• Improved patient-centred and culturally based care.</li> <li>• Alleviates pressure from BC Cancer – Victoria and other regional cancer centres.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• The general risks associated with the project include facility scope and functionality, schedule risk, and budget risk.</li> </ul> |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>East Kootenay Regional Hospital (EKRH) – Oncology and Renal Redevelopment</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 2028                              | 0                                           | 59                                        | 59                                 |
| <p><b>Objective:</b> The project will relocate the oncology and renal departments from existing locations on the third floor of the East Kootenay Regional Hospital to a new two-floor building addition located adjacent to the intensive care unit. The project also includes a new patient parking area to mitigate the increased demand from the expansion. The project objectives include:</p> <ul style="list-style-type: none"> <li>• Address the 20-year project program growth to 2041/42</li> <li>• Support delivery of quality patient care</li> <li>• Support optimal clinical utilization and operation efficiencies</li> <li>• Ensure program area and workflows support staff and patient safety</li> <li>• Support compliance with Infection Prevention and Control (IPAC) and other clinical standards</li> <li>• Deliver the project in a fiscally responsible manner</li> </ul> <p><b>Costs:</b> The total estimated capital cost of the project is \$59 million, with \$35 million funded through Interior Health Authority internal sources, \$23 million funded by the Kootenay East Regional Hospital District, and \$1 million funded by the East Kootenay Foundation for Health.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Improved access to high-quality, timely, and person-centred care</li> <li>• Decrease in wait from time of referral to time of initial clinic appointment, through increased capacity and clinical efficiencies</li> <li>• Increased volume of patients who can access care closer to home</li> <li>• Enhanced person and family experiences, in a culturally safe and inclusive care environment in spaces specifically designed for renal care</li> <li>• Increased staff and space efficiency by consolidating services provided at other Interior Health Authority locations into one site</li> <li>• Enhanced virtual care options</li> <li>• Increased staff and patient physical and psychological safety.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• The general risks associated with the project include facility scope and functionality, schedule risk, and budget risk.</li> </ul> |                                   |                                             |                                           |                                    |



| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>Fort St. John Long-Term Care</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 2028                              | 0                                           | 155                                       | 155                                |
| <p><b>Objective:</b> The project will see a new four-storey long-term care facility be constructed on the Fort St. John Hospital site adjacent to and linked into the existing Peace Villa. The new facility will include space for 84 new LTC beds, 30 adult day program spaces, and 62 surface parking stalls. The project objectives include:</p> <ul style="list-style-type: none"> <li>• Success of the Universal Bed Model</li> <li>• Create an exceptional experience and high satisfaction for residents and families</li> <li>• Incorporate design features that improve the healing environment, enable culturally safe care for Indigenous people, and are welcoming to all communities</li> <li>• Create a safe and healthy work environment that improves and supports recruitment and retention and reduces workplace injuries</li> <li>• Provide a facility that can accommodate current and future demand, including workload projections</li> </ul> <p><b>Costs:</b> The total estimated capital cost of the project is \$155 million, with \$109 million being funded by the Province and \$46 million funded by Peace River Regional Hospital District.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Reduced number of acute hospital beds used for ALC</li> <li>• Improved quality of life for residents with care in a homelike setting</li> <li>• Better optimized resident volumes across Northern Health communities</li> <li>• Better allocation of Licensed Practical Nurses and Registered Nurses, who are currently required to cover off 24-hour Long-Term Care needs</li> <li>• Better space to enable culturally safe care for Indigenous peoples</li> <li>• Better quality healthcare spaces</li> <li>• Better equipment and technology to improve the capacity of existing services</li> <li>• Improved ability to recruit and retain staff and physicians</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• The general risks associated with the project include facility scope and functionality, schedule risk, and budget risk.</li> </ul> |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>Cariboo Memorial Hospital<br/>Redevelopment</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 2029                              | 150                                         | 217                                       | 367                                |
| <p><b>Objective:</b> The Cariboo Memorial Hospital (CMH) redevelopment project is a two-phased project on the CMH campus. Phase 1 includes construction of a three-storey addition. Phase 2 includes renovation of vacated spaces in the existing hospital. Once the project is complete the redeveloped CMH will include 53 inpatient beds, an increase of 25 beds over the existing capacity. The project also includes a new acute adult inpatient psychiatric unit (included in the 53 inpatient beds), a new and larger emergency department, and an increase in surface parking stalls. The project objectives include:</p> <ul style="list-style-type: none"> <li>• Build patient care through an achievable and affordable capital renewal solution that supports the hospital's acute care role now and into the future.</li> <li>• Utilize patient-centred, culturally sensitive, elder-friendly design and standardization concepts to improve the patient experience and enhance care delivery.</li> </ul> <p><b>Costs:</b> The total estimated capital cost of the project is \$367 million, with \$257 million funded by the Province and the remaining \$110 million funded by the Cariboo Chilcotin Regional Hospital District.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Improved patient care experience with improvements in patient safety, privacy and confidentiality.</li> <li>• Reduced risks of infections.</li> <li>• Improved compliance with current health care design standards and clinical standards.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• The general risks associated with the project relate to project scope and functionality, integration, schedule, and cost.</li> </ul> |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>Dr. F.W. Green (FWG) Memorial Home</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 2029                              | 2                                           | 154                                       | 156                                |
| <p><b>Objective:</b> The project will deliver a new four-storey, 148 bed long-term care home in Cranbrook on the existing FWG site. The project includes the replacement of the 60 existing long-term care beds (58 long-term care residents and two tertiary mental health funded beds) and will add 88 new long-term care beds. The project also includes an adult day program for up to 25 clients and childcare space for up to 37 children. The project objectives include:</p> <ul style="list-style-type: none"> <li>• Quality resident care and safety.</li> <li>• Staff safety.</li> <li>• Optimal clinical utilization and operational efficiencies.</li> <li>• Infection prevention and control.</li> </ul> <p><b>Costs:</b> The total estimated capital cost of the project is \$156 million, with \$94 million funded by the Province and the remaining \$62 million funded by the Kootenay East Regional Hospital District.</p> <p><b>Benefits:</b> This project will:</p> <ul style="list-style-type: none"> <li>• Replace 60 beds and add 88 net new long-term care beds.</li> <li>• Improve the staff, resident, and family experience (including infection prevention and control).</li> <li>• Increase facility sustainability with a 95% reduction in greenhouse gas emissions compared to the LEED Gold baseline (zero on-site greenhouse gas emissions).</li> <li>• Add a new child-care centre with 37 spaces.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• The general risks associated with the project relate to project scope and functionality, integration, schedule, and cost.</li> </ul> |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>New Surrey Hospital and BC Cancer Centre</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 2029                              | 801                                         | 2,080                                     | 2,881                              |
| <p><b>Objective:</b> The New Surrey Hospital and BC Cancer Centre will help meet the needs of a growing and aging population in Surrey. The scope of the project includes 168 inpatient beds, emergency department, medical imaging department that includes computed tomography (CT) and magnetic resonance imaging (MRI), surgical suite, pharmacy, laboratory, and academic space. The new cancer centre will include an oncology ambulatory care unit, chemotherapy, radiation therapy, functional imaging including positron emission tomography (PET)/CT, cyclotron, and space for six linear accelerators. The scope of the project also includes a 49-space stand-alone childcare centre on the site. The new state-of-the-art smart hospital will be digitally equipped and technologically advanced. It will be a fully electric hospital, one of the first in Canada. The project objectives include:</p> <ul style="list-style-type: none"> <li>• Helping address the health care needs of the Surrey population by expanding acute and emergency care services.</li> <li>• Continuing to evolve the system to a less acute model of care, leveraging priority focus on prevention, virtual technologies, and integrated primary team-based care.</li> <li>• Increasing cancer care capacity to ensure timely access to care for patients and families in the region and delivering a multidisciplinary, multimodality tumor-based approach to cancer services.</li> </ul> <p><b>Costs:</b> The total estimated capital cost of the project is \$2.881 billion, with \$2.816 billion funded by the Province and the remaining \$65 million by the BC Cancer and Surrey Hospitals Foundations.</p> <p><b>Benefits:</b> The project represents an integrated approach to planning a new facility to address the healthcare needs of a rapidly expanding city and growing demand for cancer care in the Lower Mainland. The project objectives include:</p> <ul style="list-style-type: none"> <li>• Ensure a focus on service delivery areas requiring strategic repositioning.</li> <li>• Support the health and well-being of British Columbians through the delivery of high-quality health care services.</li> <li>• Deliver an innovative and sustainable public health care system.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• The general risks associated with the project relate to project scope and functionality, integration, schedule, and cost.</li> </ul> |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>St. Paul's Hospital Clinical Support and Research Centre (CSRC)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 2029                              | 51                                          | 587                                       | 638                                |
| <p><b>Objective:</b> The new facility will be located at 1002 Station Street, directly adjacent to the new St. Paul's Hospital and will provide space for research, medical offices, corporate services, an innovation centre, and a childcare facility. The building will be approximately 34,400 m<sup>2</sup> of area spanning 13 occupied floors as well as four subgrade parking levels to accommodate approximately 300 vehicular parking and 150 bicycle parking spaces. The Clinical Support and Research Centre will be connected to the Core Hospital via a sky bridge.</p> <p>The project objectives include:</p> <ul style="list-style-type: none"> <li>• Provide replacement space for occupants and functions of the Burrard Site not accommodated by the Core Hospital.</li> <li>• Foster interaction between researchers and medical professionals, leaders, and entrepreneurs within the biotech, scientific/academia, pharmaceutical, and digital health spaces.</li> </ul> <p><b>Costs:</b> The total estimated capital cost of the project is \$638 million, with \$332 million funded by the Province, \$88 million by foundation, and \$218 million through Providence Health Care internal sources.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Enhanced healthcare services.</li> <li>• Research advancements.</li> <li>• Integrated healthcare delivery.</li> <li>• Talent retention and attraction.</li> <li>• Educational opportunities.</li> <li>• Childcare services.</li> <li>• Campus amenities.</li> <li>• Community benefits.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• The general risks associated with the project relate to project scope and functionality, integration, schedule, and cost.</li> </ul> |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>Vancouver General Hospital (VGH)<br/>– Operating Rooms Renewal –<br/>Phase 2</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 2029                              | 77                                          | 346                                       | 423                                |
| <p><b>Objective:</b> Phase 2 of the Operating Rooms Renewal at Vancouver General Hospital includes renovations to the 2<sup>nd</sup> floor of the Jim Pattison Pavilion North, which will improve and expand the operating suite to two floors of highly functioning operating rooms including an additional 12 universal flexible operating rooms, two hybrid rooms and a 39-bay perioperative care unit. The project also includes significant upgrades to essential building infrastructure to ensure safe, uninterrupted operations on site. When fully complete the Operating Room suite at Vancouver General Hospital will include 30 new operating rooms built to modern standards. The project objectives include:</p> <ul style="list-style-type: none"> <li>• Provide exceptional care.</li> <li>• Innovate for impact.</li> <li>• Provide a great place to work.</li> </ul> <p><b>Costs:</b> The total estimated capital cost of the project is \$423 million, with \$396 million funded by the Province and the remaining \$27 million by the Vancouver General Hospital and University of British Columbia Hospital Foundation.</p> <p><b>Benefits:</b> This project will:</p> <ul style="list-style-type: none"> <li>• Replace outdated operating rooms on the second floor and obsolete infrastructure.</li> <li>• Support the provincial surgical renewal strategy to meet surgical demand over a 15-year period.</li> <li>• Improve utilization and efficiency of the surgical suite.</li> <li>• Reduce case cancellations ensuring patients receive their procedures when planned.</li> <li>• Increase the number of cases completed within waitlist targets.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• The general risks associated with the project relate to project scope and functionality, integration, schedule, and cost.</li> </ul> |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>Cottonwoods Long-Term Care Replacement</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 2029                              | 0                                           | 187                                       | 187                                |
| <p><b>Objective:</b> The two-phased project will replace the current 221 bed facility with a four-storey 234 bed facility. Phase 1 includes the construction of the new facility while Phase 2 will see the demolition of the original building to make way for the construction of a new one-storey building that will contain a 25 spot adult day services, 37 spot childcare centre, and main entry, reception, and registration for the new facility. There will also be 127 new parking spaces added.</p> <p>The project objectives include:</p> <ul style="list-style-type: none"> <li>• Quality resident care and safety</li> <li>• Staff safety</li> <li>• Optimal clinical utilization and operational efficiencies</li> <li>• Infection prevention and control</li> </ul> <p><b>Costs:</b> The total estimated capital cost of the project is \$187 million, with \$112 million funded by the Province and \$75 million by the Central Okanagan Regional Hospital District.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Creating a home-like environment.</li> <li>• Improving infection prevention and control measures, including pandemic planning.</li> <li>• Improving the palliative approach to care.</li> <li>• Advancing team-based care approaches.</li> <li>• Improving health outcomes and service experience.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• The general risks associated with the project relate to project scope and functionality, integration, schedule, and cost.</li> </ul> |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>Chilliwack Long-Term Care (LTC)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 2029                              | 7                                           | 267                                       | 274                                |
| <p><b>Objective:</b> The project includes a land acquisition of nine residential parcels of land adjacent to the Chilliwack General Hospital campus as the future site for the new Chilliwack long-term care facility. It will see the construction of a five-storey long-term care facility that will replace the existing 90-bed Bradley Centre (currently located at Chilliwack General Hospital) with 200 single-bed rooms (110 net new beds) and include a 32 space adult day program, support services, and 66 surface parking stalls.</p> <p>The project objectives include:</p> <ul style="list-style-type: none"> <li>• Replace outdated infrastructure and meet current design standards</li> <li>• Increase capacity and space to meet existing and future demand</li> <li>• Improve resident and family experience</li> </ul> <p><b>Costs:</b> The total estimated capital cost of the project is \$274 million, with \$246 million funded by the Province and \$28 million by the Fraser Valley Regional Hospital District.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Replace the 90 beds currently in a physically and functionally obsolete facility and adds 110 net new long-term care beds in home like environment that meets current design standards.</li> <li>• Improve staff, resident, and family experience (including infection prevention and control and culturally sensitive care).</li> <li>• Provide 32 adult day program spaces to support clients to remain in their own homes as long as possible.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• The general risks associated with the project relate to project scope and functionality, integration, schedule, and cost.</li> </ul> |                                   |                                             |                                           |                                    |



| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>Burnaby Hospital Redevelopment<br/>Phase 2 and BC Cancer Centre</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 2030                              | 15                                          | 1,800                                     | 1,815                              |
| <p><b>Objective:</b> Burnaby Hospital Phase 2 will be built as a new 12-storey inpatient/outpatient tower expected to include 160 private rooms with renovations to the nursing tower and the support facilities building, including operating room renewal. The new tower will also be home to a new BC Cancer Centre, which will include 54 ambulatory care rooms, 31 chemotherapy chairs, space for five linear accelerators, space for two positron emission tomography (PET)/computed tomography (CT) scanners, an oncology pharmacy, and clinical trials and research space. The project objectives include transforming Burnaby Hospital into a healthcare campus that delivers exceptional patient-and family-centered care, fosters inspired and supported teams, promotes cultural safety and inclusion, embraces technological advancements, and demonstrates responsible stewardship of resources.</p> <p><b>Costs:</b> The total estimated capital cost of the project is \$1.815 billion, with \$1.771 billion funded by the Province, \$11 million by the Fraser Health Authority, \$30 million by the Burnaby Hospital Foundation, and \$3 million from the ChildCareBC new spaces fund.</p> <p><b>Benefits:</b> The project will:</p> <ul style="list-style-type: none"> <li>• Add capacity and provide critically needed acute and cancer care services at Burnaby Hospital to meet the healthcare needs of growing and aging population.</li> <li>• Improve patient experience and outcomes and maximizes operational efficiency and sustainability by providing space that meets contemporary standards.</li> <li>• Significantly decrease green house gas emissions and increased climate resiliency as part of CleanBC climate commitments.</li> <li>• Support community benefits objectives.</li> <li>• Adds child-care capacity in Burnaby to support Fraser Health Authority and BC Cancer staff and the surrounding community.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• The general risks associated with the project relate to project scope and functionality, integration, schedule, and cost.</li> </ul> |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>Squamish (Hilltop) Long-Term Care</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 2030                              | 0                                           | 286                                       | 286                                |
| <p><b>Objective:</b> The project includes 144 beds at 42000 Loggers Lane in Squamish, replacing 86 beds currently at Hilltop House and adding 58 new beds. The project also includes an adult day program for up to 10 clients and childcare space for up to 37 children.</p> <p>The project objectives include:</p> <ul style="list-style-type: none"> <li>• Replace outdated infrastructure and meet current design standards</li> <li>• Increase capacity and space to meet existing and future demand</li> <li>• Improve operational efficiencies.</li> </ul> <p><b>Costs:</b> The total estimated capital cost of the project is \$286 million with the entire project being funded by the Province.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Creating home-like environment.</li> <li>• Improved resident and family experience.</li> <li>• Improved health outcomes.</li> <li>• Improved resident safety.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• The general risks associated with the project relate to project scope and functionality, integration, schedule, and cost.</li> </ul> |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>University Hospital of Northern BC Redevelopment (UHNBC) Phase 2 – Acute Care Tower</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 2031                              | 1                                           | 1,578                                     | 1,579                              |
| <p><b>Objective:</b> Phase 2 of the University Hospital of Northern BC (UHNBC) Redevelopment project includes construction of a 211-bed (116 net new), six-storey, clinical services tower, connected to the existing hospital via tunnel and bridge, with 102 Surgical Services beds (47 net new), 12 operating rooms, a medical device reprocessing department; six net new coronary care unit beds, a 20 bed cardiac step-down unit, interventional cardiac services; and, 83 (43 net new) beds for youth and adult mental health and substance use services.</p> <p>The project objectives include:</p> <ul style="list-style-type: none"> <li>• Create an exceptional hospital experience.</li> <li>• Incorporate evidence-based design features that improve the healing environment, enable culturally safe care for Indigenous Peoples, and are welcoming to all communities served by the project.</li> <li>• Create a safe and healthy work environment that improves staff, medical staff, and volunteer engagement, recruitment, retention, and minimizes workplace injuries.</li> <li>• Provide a facility that meets current best practices and standards in health care delivery to improve outcomes for people.</li> <li>• Provide a facility that can accommodate current and future demand projections.</li> <li>• Expand the Cardiac Diagnostics Services and Clinic Program.</li> <li>• Increase access to surgical services.</li> </ul> <p><b>Costs:</b> The total estimated capital cost of the project is \$1.579 billion, with \$1.246 billion funded by the Province, \$319 million by the Regional Hospital District, and \$14 million funded through Northern Health Authority internal sources.</p> <p><b>Benefits:</b> The expected project benefits include:</p> <ul style="list-style-type: none"> <li>• All the cardiac components will be co-located to form a Centre of Excellence for Cardiac Care to serve the needs of community and Northern Health.</li> <li>• Improve mental health services in the Prince George by improving access to inpatient and outpatient care and creating a safe and respectful mental health emergency services area.</li> <li>• Improve capacity for surgical services by creating a more efficient surgical environment and ensuring procedures occur in the most appropriate location.</li> <li>• Improve surgical services by expanding the medical device and reprocessing department and locating this component in the Tower.</li> <li>• A more technologically capable facility that includes full electronic health records, centralized registration, and centralized scheduling.</li> <li>• Address patient and staff safety concerns related to infection prevention and control.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• The general risks associated with the project relate to project scope and functionality, integration, schedule, and cost.</li> </ul> |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>Richmond Hospital<br/>Redevelopment</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 2033                              | 36                                          | 1,923                                     | 1,959                              |
| <p><b>Objective:</b> The Richmond Hospital redevelopment project is a multi-phased project on the Richmond Hospital site that includes a new acute care tower. The new acute care tower will replace the original North Tower, which opened in 1964. The redevelopment will result in 353 inpatient beds on the campus for an increase of 113 beds. The new acute care tower will include 216 beds (of the 353 beds) all of which will be single occupancy. The project also includes 82 emergency department care spaces (an increase of 22 spaces), 11 operating rooms (an increase of three), eight procedure rooms (an increase of three), 69 pre- and post-care surgical spaces (an increase of 43) and an expanded medical imaging suite.</p> <p>Phase 1 of the project includes program relocation, demolition of the rotunda and park centre buildings and site preparation for the new tower. Phase 2 of the project includes the procurement and construction of the new tower. Phase 3 of the project includes renovations of the south tower and Phase 4 is the demolition of the north tower and power plant.</p> <p>This project objectives include:</p> <ul style="list-style-type: none"> <li>• Replace all the inpatient beds that are currently located in the existing north tower and accommodate these beds in the acute care tower with a focus on the services and programs that foster extensive clinical care during the acute phase.</li> <li>• Address key facility risks in the perioperative, emergency, pharmacy, and medical Imaging areas by accommodating services in the new acute care tower.</li> </ul> <p><b>Costs:</b> The total estimated capital cost of the project is \$1.959 billion, with \$1.889 billion funded by the Province, \$40 million by the Richmond Hospital Foundation, and \$30 million through Vancouver Coastal Health Authority internal sources.</p> <p><b>Benefits:</b> The project presents many benefits, including:</p> <ul style="list-style-type: none"> <li>• Replacing and upgrading acute inpatient units; the operating room suite; intensive care unit (ICU); and the medical device reprocessing, medical imaging and emergency departments – all well past their functional life.</li> <li>• Replacing and upgrading aging and outdated facility infrastructure to meet current standards for staff and patient safety, and for business continuity.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• The general risks associated with the project relate to project scope and functionality, integration, schedule, and cost.</li> </ul> |                                   |                                             |                                           |                                    |

| Significant IT Projects<br>(over \$20 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>Clinical and Systems Transformation</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 2025                              | 803                                         | 0                                         | 803                                |
| <p><b>Objective:</b> The Clinical and Systems Transformation project was initiated in 2013. The project objectives include improving the safety, quality and consistency of patient care by transforming health care delivery processes and systems, supported by a new, shared clinical information system for electronic health records (EHR) using the Cerner software platform for the Provincial Health Services Authority, Vancouver Coastal Health Authority, and Providence Health Care.</p> <p><b>Costs:</b> The total estimated capital cost of the project is \$803 million, with \$702 million funded by the Province, \$45 million through Provincial Health Services Authority internal sources, \$55 million through Vancouver Coastal Health Authority internal sources, and \$1 million by Doctors of BC.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>Once completed, patient data from multiple systems will be consolidated into one electronic health record for use by care teams. The vision of this integrated system is "One Person. One Record. Better Health".</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>No remaining risk as the project is complete.</li> </ul> |                                   |                                             |                                           |                                    |

| Significant IT Projects<br>(over \$20 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Targeted<br>Year of<br>Completi<br>on | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>IHealth Project – Island Health Authority</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 2025                                  | 155                                         | 0                                         | 155                                |
| <p><b>Objective:</b> The IHealth project involves the design and build of a new, modernized electronic health record (EHR) platform. The project started staged implementation in 2009 and is substantially complete. The project objectives include:</p> <ul style="list-style-type: none"> <li>• Establish a single, shared electronic health record across all Island Health Authority services.</li> <li>• Enable information sharing from private primary care and specialist practices.</li> <li>• Embed evidence and best practice standards into care processes.</li> <li>• Provide patients with access to their information and tools that facilitate engagement in their health and care.</li> <li>• Complete digitization of the Island Health Authority health record.</li> </ul> <p><b>Costs:</b> The total estimated capital cost of the project is \$155 million, with \$55 million funded by the Province and the remaining \$100 million through Island Health Authority internal sources.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Improved patient experience and outcomes.</li> <li>• Improved population health.</li> <li>• Reduced costs and increased value.</li> <li>• Improved experience of providing care.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• No remaining risk as the project is complete.</li> </ul> |                                       |                                             |                                           |                                    |

## Education and Child Care Sector

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>Centennial Secondary</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 2017                              | 60                                          | 1                                         | 61                                 |
| <p><b>Objective:</b> Under the ministry's Seismic Mitigation Program, School District No. 43 (Coquitlam) completed a seismic replacement of the existing Centennial Secondary with a 1,250-student capacity school on its current site in Coquitlam. Although being occupied since 2017, it is scheduled for final completion in 2025. Only trailing costs remain for items like warranty holdback and deficiency rectification.</p> <p><b>Costs:</b> The replacement school will cost \$61 million funded entirely by the Province.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>New, seismically safe school for 1,250 students.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>The general risks associated with the project related to project scope and functionality, integration, schedule, and cost were incorporated into the plan.</li> </ul> |                                   |                                             |                                           |                                    |
| <b>New Westminster Secondary</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 2021                              | 97                                          | 10                                        | 107                                |
| <p><b>Objective:</b> Under the ministry's Replacement Program, School District No. 40 (New Westminster) is completed a replacement 1,900-student capacity secondary school on its current site in New Westminster. It has been occupied since 2021. Only trailing costs remain for items like warranty holdback and deficiency rectification.</p> <p><b>Costs:</b> The replacement school will cost \$107 million funded entirely by the Province.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>New, seismically safe school for 1,900 students.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>The general risks associated with the project pertained to project scope, schedule and budget and were accounted for in the project plan.</li> </ul>                                                                                                    |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>Quesnel Junior School</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 2022                              | 48                                          | 1                                         | 49                                 |
| <p><b>Objective:</b> Under the ministry's Replacement Program, School District No. 28 (Quesnel) is completed a replacement 550- student capacity senior middle on its current site in Quesnel. It has been occupied since 2022 with only trailing costs remaining.</p> <p><b>Costs:</b> The replacement school had a cost of \$49.2 million, of which \$49.0 million is funded by the Province and \$0.2 million is funded by the school district.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• New school for 550 students.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• The general risks associated with the project pertained to project scope, schedule and budget and were accounted for in the project plan.</li> </ul>                                                           |                                   |                                             |                                           |                                    |
| <b>Stitó:s Lá:lém totí:lt Elementary Middle</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 2022                              | 52                                          | 2                                         | 54                                 |
| <p><b>Objective:</b> Under the ministry's Expansion Program, School District No. 33 (Chilliwack) completed a new 930-student capacity elementary-middle school in Chilliwack's growing South Side community. It has been occupied since 2022 with only trailing costs remaining.</p> <p><b>Costs:</b> The total budget for the new school is \$54 million, of which \$48.6 million is funded by the Province and \$5.0 million is funded by the school district.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• New school providing 930 seats in a growing area of the school district.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• The general risks associated with the project pertained to project scope, schedule and budget and were accounted for in the project plan.</li> </ul> |                                   |                                             |                                           |                                    |



| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>Coast Salish Elementary</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 2023                              | 28                                          | 10                                        | 38                                 |
| <p><b>Objective:</b> Under the ministry's Expansion Program, School District No. 43 (Coquitlam) built a new 430-student capacity elementary school with a neighborhood learning centre, in Coquitlam's growing Burke Mountain community. It has been occupied since 2023, with additional work continuing on the learning centre.</p> <p><b>Costs:</b> The total budget for the new school is \$38 million, of which \$33.3 million is funded by the Province and \$5.0 million is funded by the school district.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>New school providing 430 seats in a growing area of the school district.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>The general risks associated with the project pertained to project scope, schedule and budget and were accounted for in the project plan.</li> </ul> |                                   |                                             |                                           |                                    |
| <b>Burnaby North Secondary</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 2024                              | 117                                         | 0                                         | 117                                |
| <p><b>Objective:</b> Under the ministry's Seismic Mitigation Program, School District No. 41 (Burnaby) built a replacement 1,800-student capacity secondary school on its current site in Burnaby North. It is occupied with additional work continuing.</p> <p><b>Costs:</b> The total budget for the replacement school is \$117 million, of which \$108.7 million is funded by the Province and \$8.6 million is funded by the school district and third party funding.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>New, seismically safe school for 1,800 students.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>The general risks associated with the project pertained to project scope, schedule and budget and were accounted for in the project plan.</li> </ul>                                                                |                                   |                                             |                                           |                                    |
| <b>Eric Hamber Secondary</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 2024                              | 94                                          | 12                                        | 106                                |
| <p><b>Objective:</b> Under the ministry's Seismic Mitigation Program, School District No. 39 (Vancouver) built a replacement 1,700-student capacity secondary school on its current site in Vancouver. It has been occupied since 2024. Only trailing costs are remaining.</p> <p><b>Costs:</b> The total budget for the replacement school is \$106 million, with \$94.1 million funded by the Province and \$11.7 million funded by the school is district and third-party funding.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>New, seismically safe school for 1,700 students.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>The general risks associated with the project pertained to project scope, schedule and budget and were accounted for in the project plan.</li> </ul>                                                     |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>Victoria High School</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 2024                              | 99                                          | 1                                         | 100                                |
| <p><b>Objective:</b> Under the ministry's Seismic Mitigation Program, School District No. 61 (Greater Victoria) seismically upgraded and expanded the existing, historic high school on its current site in Greater Victoria. It has been occupied since 2024. Only trailing costs remain.</p> <p><b>Costs:</b> The total budget for the seismic upgrade and expansion project is \$100 million, of which \$97 million is funded by the Province and \$2.6 million is funded by the school district.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>Seismically safe school for 1,000 students.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>The general risks associated with the project pertained to project scope, schedule and budget and were accounted for in the project plan.</li> </ul> |                                   |                                             |                                           |                                    |
| <b>Cowichan Secondary</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 2025                              | 85                                          | 1                                         | 86                                 |
| <p><b>Objective:</b> Under the ministry's Seismic Mitigation Program, School District No. 79 (Cowichan Valley) built a replacement 1,100-student capacity secondary school on its current site, in Cowichan Valley. It is now occupied. Only trailing costs remain.</p> <p><b>Costs:</b> The total budget for the replacement school is \$86 million, of which \$83.8 million is funded by the Province and \$2.2 million is funded by the school district.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>New, seismically safe school for 1,100 students.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>The general risks associated with the project pertain to project scope, schedule and budget and have been accounted for in the project plan.</li> </ul>                                  |                                   |                                             |                                           |                                    |
| <b>Cedar Hill Middle</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 2025                              | 32                                          | 22                                        | 54                                 |
| <p><b>Objective:</b> Under the ministry's Seismic Mitigation Program, School District No. 61 (Greater Victoria) is building a 575-student capacity low carbon replacement school in the Cedar Hill neighbourhood. It is scheduled for occupancy in 2025.</p> <p><b>Costs:</b> It is estimated that the replacement school will cost \$54 million, of which \$50 million is funded by the Province and \$3.6 million is funded by the school district.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>New, seismically safe school for 575 students.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>The general risks associated with the project pertain to project scope, schedule and budget and have been accounted for in the project plan.</li> </ul>                                          |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>Henry Hudson Elementary</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 2025                              | 32                                          | 28                                        | 60                                 |
| <p><b>Objective:</b> Under the ministry's Seismic Mitigation Program and Expansion Program, School District No. 39 (Vancouver) is completing a seismic replacement of the existing school with a 510-student capacity school, with low carbon design and a neighbourhood learning centre. It is scheduled for occupancy in 2025.</p> <p><b>Costs:</b> It is estimated that the replacement school will cost \$60 million, of which \$49 million is funded by the Province and \$11 million is funded by the school district and third party funding.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>New, seismically safe school for 510 students.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>The general risks associated with the project pertain to project scope, schedule and budget and have been accounted for in the project plan.</li> </ul> |                                   |                                             |                                           |                                    |
| <b>North East Latimer Elementary</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 2025                              | 23                                          | 29                                        | 52                                 |
| <p><b>Objective:</b> Under the ministry's Expansion Program, School District No. 35 (Langley) is building a new 555-student capacity elementary school with a neighborhood learning centre in the growing Willoughby area. It is scheduled for occupancy in 2025.</p> <p><b>Costs:</b> The total budget for the new school is \$52 million funded entirely by the Province.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>New school providing 555 seats in a growing area of the school district.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>The general risks associated with the project pertain to project scope, schedule and budget and have been accounted for in the project plan.</li> </ul>                                                                                                                                                |                                   |                                             |                                           |                                    |
| <b>Burke Mountain<br/>Middle/Secondary</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 2026                              | 70                                          | 90                                        | 160                                |
| <p><b>Objective:</b> Under the ministry's Expansion Program, School District No. 43 (Coquitlam) is building a new 1,000-student capacity middle/secondary school with a neighborhood learning centre, in Coquitlam's growing Burke Mountain community. It is scheduled for occupancy in 2026.</p> <p><b>Costs:</b> The total budget for the new school is \$160 million, of which \$135 million is funded by the Province and \$25 million is funded by the school district.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>New school providing 1,000 seats in a growing area of the school district.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>The general risks associated with the project pertain to project scope, schedule and budget and have been accounted for in the project plan.</li> </ul>                                             |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>Carson Elementary</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 2026                              | 17                                          | 44                                        | 61                                 |
| <p><b>Objective:</b> Under the ministry's replacement program, School District No. 28 (Quesnel) is completing a replacement 390-student capacity school with low carbon design and a neighbourhood learning centre, in Quesnel. It is scheduled for occupancy in 2026.</p> <p><b>Costs:</b> It is estimated that the replacement school will cost \$61 million funded entirely by the Province.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>New, replacement school for 390 students.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>The general risks associated with the project pertain to project scope, schedule and budget and have been accounted for in the project plan.</li> </ul>                                                                                                  |                                   |                                             |                                           |                                    |
| <b>New East Side Elementary</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 2026                              | 2                                           | 57                                        | 59                                 |
| <p><b>Objective:</b> Under the ministry's Expansion Program, School District No. 33 (Chilliwack) is completing a new 500-student capacity elementary school with low carbon design and a neighbourhood learning centre in the growing community of Chilliwack. It is scheduled for occupancy in 2026.</p> <p><b>Costs:</b> The total budget for the new school is \$59 million funded entirely by the Province.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>New school providing 500 seats in a growing area of the school district.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>The general risks associated with the project pertain to project scope, schedule and budget and have been accounted for in the project plan.</li> </ul>                                                   |                                   |                                             |                                           |                                    |
| <b>Cloverley Elementary School</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 2026                              | 17                                          | 47                                        | 64                                 |
| <p><b>Objective:</b> Under the ministry's Expansion Program, School District No. 44 (North Vancouver) is building a new 585-student capacity elementary school with a neighborhood learning centre in the growing Cloverley neighbourhood. It is scheduled for occupancy in 2026.</p> <p><b>Costs:</b> The total budget for the new school is \$64 million, of which \$61.4 million is funded by the Province and \$3.0 million is funded by the school district.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>New school providing 585 seats in a growing area of the school district.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>The general risks associated with the project pertain to project scope, schedule and budget and have been accounted for in the project plan.</li> </ul> |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>Snine Elementary (formerly Pineview Valley Elementary)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 2026                              | 18                                          | 47                                        | 65                                 |
| <p><b>Objective:</b> Under the ministry's Expansion Program, School District No. 73 (Kamloops-Thompson) will deliver a new 485-student capacity elementary school. It is scheduled for occupancy in 2026.</p> <p><b>Costs:</b> The total budget for the new school is \$65 million funded entirely by the Province.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>New school providing 485 seats in a growing area of the school district.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>The general risks associated with the project pertain to project scope, schedule and budget and have been accounted for in the project plan.</li> </ul>                                                                                                                                                         |                                   |                                             |                                           |                                    |
| <b>George Pringle Secondary (formerly Westside Secondary)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 2027                              | 37                                          | 87                                        | 124                                |
| <p><b>Objective:</b> Under the ministry's Expansion Program, School District No. 23 (Central Okanagan) is building a new 1,200-student capacity secondary school with a neighborhood learning centre in the Westside area of Kelowna. It is scheduled for occupancy in 2027.</p> <p><b>Costs:</b> The total budget for the new school is \$124 million, of which \$120.9 million is funded by the Province and \$3.0 million is funded by the school district.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>New school providing 1,200 seats in a growing area of the school district.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>The general risks associated with the project pertain to project scope, schedule and budget and have been accounted for in the project plan.</li> </ul>            |                                   |                                             |                                           |                                    |
| <b>École La Vallée (Pemberton) School</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 2027                              | 3                                           | 63                                        | 66                                 |
| <p><b>Objective:</b> Under the ministry's expansion program, School District No. 93 (Conseil scolaire francophone) is completing a new 220-student capacity K-12 school with low carbon design, mass timber elements and a neighbourhood learning centre in Pemberton, to support existing and forecast enrolment growth in the community. It is scheduled for occupancy in 2027.</p> <p><b>Costs:</b> The total budget for the new school is \$66 million funded entirely by the Province.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>New school providing 220 seats for francophone students.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>The general risks associated with the project pertain to project scope, schedule and budget and have been accounted for in the project plan.</li> </ul> |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>Prince Rupert Middle</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 2027                              | 5                                           | 122                                       | 127                                |
| <p><b>Objective:</b> Under the ministry's Seismic Mitigation Program, School District No. 52 (Prince Rupert) is completing a replacement 600-student capacity middle school on its current site in Prince Rupert. The new school will incorporate greenhouse gas-reduction measures and include a neighbourhood learning centre. It is scheduled for occupancy in 2027.</p> <p><b>Costs:</b> It is estimated that the replacement school will cost \$127 million funded entirely by the Province.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>New, seismically safe school for 600 students.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>The general risks associated with the project pertain to project scope, schedule and budget and have been accounted for in the project plan.</li> </ul>                 |                                   |                                             |                                           |                                    |
| <b>Smith Middle and Secondary</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 2027                              | 0                                           | 306                                       | 306                                |
| <p><b>Objective:</b> Under the ministry's expansion program, School District No. 35 (Langley) is building a 1,900 seat secondary school and a 900 seat middle school. The new schools will incorporate greenhouse gas-reduction measures and the middle school will include a neighbourhood learning centre. The schools are scheduled for occupancy in 2027.</p> <p><b>Costs:</b> It is estimated that the new schools will cost \$306 million funded entirely by the Province.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>Two new schools providing 2,800 seats in a growing area of the school district.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>The general risks associated with the project pertain to project scope, schedule and budget and have been accounted for in the project plan.</li> </ul> |                                   |                                             |                                           |                                    |
| <b>Cameron Elementary</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 2028                              | 1                                           | 67                                        | 68                                 |
| <p><b>Objective:</b> Under the ministry's Seismic Mitigation Program and Expansion Program, School District No. 41 (Burnaby) is building a 770-student capacity replacement school with low carbon design and a neighbourhood learning centre. It is scheduled for occupancy in 2028.</p> <p><b>Costs:</b> It is estimated that the replacement school will cost \$68 million funded entirely by the Province.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>New, seismically safe school with expanded capacity for 770 students in a growing area of the school district.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>The general risks associated with the project pertain to project scope, schedule and budget and have been accounted for in the project plan.</li> </ul>                                    |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>Fleetwood Park Secondary</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 2029                              | 0                                           | 79                                        | 79                                 |
| <p><b>Objective:</b> Under the ministry's Expansion Program, School District No. 36 (Surrey) is completing an addition to increase capacity from 1,200 to 2,000 students, to help accommodate growth in the community. The addition will incorporate low carbon design and include a neighbourhood learning centre. It is scheduled for occupancy in 2029.</p> <p><b>Costs:</b> The total budget for the addition is \$79 million funded entirely by the Province.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>Expanded secondary school with capacity for an additional 800 students.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>The general risks associated with the project pertain to project scope, schedule and budget and have been accounted for in the project plan.</li> </ul>                                                                                              |                                   |                                             |                                           |                                    |
| <b>Guildford Park Secondary</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 2028                              | 2                                           | 63                                        | 65                                 |
| <p><b>Objective:</b> Under the ministry's Expansion Program, School District No. 36 (Surrey) is completing an addition to increase capacity from 1,050 to 1,500 students, to help accommodate recent growth in the community. The addition will incorporate greenhouse gas-reduction measures and include a neighbourhood learning centre. It is scheduled for occupancy in 2028.</p> <p><b>Costs:</b> The total budget for the addition is \$65 million, of which \$59.5 million is funded by the Province and \$5.4 million is funded by the school district.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>Expanded secondary school with capacity for an additional 450 students.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>The general risks associated with the project pertain to project scope, schedule and budget and have been accounted for in the project plan.</li> </ul> |                                   |                                             |                                           |                                    |
| <b>John Diefenbaker Elementary</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 2028                              | 1                                           | 52                                        | 53                                 |
| <p><b>Objective:</b> Under the ministry's Seismic Mitigation Program, School District No. 38 (Richmond) is completing a seismic replacement of the existing school with a 465-student capacity school, with low carbon design and a neighbourhood learning centre. It is scheduled for occupancy in 2028.</p> <p><b>Costs:</b> It is estimated that the replacement school will cost \$53 million of which \$52.3 million is funded by the Province and \$0.3 million is funded by the school district.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>New, seismically safe school for 465 students.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>The general risks associated with the project pertain to project scope, schedule and budget and have been accounted for in the project plan.</li> </ul>                                                                                  |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>Mission Secondary</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 2028                              | 1                                           | 175                                       | 176                                |
| <p><b>Objective:</b> Under the ministry's Replacement Program, School District No. 75 (Mission) is completing a replacement 1,500-student capacity secondary school on its current site, with low carbon design and a neighbourhood learning centre. It is scheduled for occupancy in 2028.</p> <p><b>Costs:</b> It is estimated that the replacement school will cost \$176 million, of which \$175.2 million is funded by the Province and \$1.0 million is funded by the school district.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>New, replacement school with capacity for 1,500 students.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>The general risks associated with the project pertain to project scope, schedule and budget and have been accounted for in the project plan.</li> </ul>                  |                                   |                                             |                                           |                                    |
| <b>Montgomery Middle School</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 2028                              | 0                                           | 87                                        | 87                                 |
| <p><b>Objective:</b> Under the ministry's Seismic Mitigation Program, School District No. 43 (Coquitlam) is completing a seismic replacement of the existing school with a 600-student capacity school, with low carbon design and a neighbourhood learning centre. It is scheduled for occupancy in 2028.</p> <p><b>Costs:</b> It is estimated that the replacement school will cost \$87 million funded entirely by the Province.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>New, seismically safe school with capacity for 600 students.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>The general risks associated with the project pertain to project scope, schedule and budget and have been accounted for in the project plan.</li> </ul>                                                                        |                                   |                                             |                                           |                                    |
| <b>Pitt Meadows Secondary</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 2028                              | 0                                           | 144                                       | 144                                |
| <p><b>Objective:</b> Under the ministry's Replacement Program, School District No. 42 (Maple Ridge-Pitt Meadows) is completing a replacement 1,100-student capacity secondary school on its current site, with low carbon design and a neighbourhood learning centre. It is scheduled for occupancy in 2028.</p> <p><b>Costs:</b> It is estimated that the replacement school will cost \$144 million, of which \$143.7 million is funded by the Province and \$0.1 million is funded by the school district.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>New, replacement school with capacity for 1,100 students.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>The general risks associated with the project pertain to project scope, schedule and budget and have been accounted for in the project plan.</li> </ul> |                                   |                                             |                                           |                                    |



| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>Tamanawis Secondary</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 2028                              | 2                                           | 55                                        | 57                                 |
| <p><b>Objective:</b> Under the ministry's Expansion Program, School District No. 36 (Surrey) is completing an addition to increase capacity from 1,125 to 1,700 students, to help accommodate recent growth in the community. The addition will incorporate greenhouse gas-reduction measures and include a neighbourhood learning centre. It is scheduled for occupancy in 2028.</p> <p><b>Costs:</b> The total budget for the addition is \$57 million, of which \$52 million is funded by the Province and \$4.5 million is funded by the school district.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>Expanded secondary school with capacity for an additional 575 students.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>The general risks associated with the project pertain to project scope, schedule and budget and have been accounted for in the project plan.</li> </ul> |                                   |                                             |                                           |                                    |
| <b>Olympic Village Elementary</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 2029                              | 1                                           | 150                                       | 151                                |
| <p><b>Objective:</b> Under the ministry's Expansion Program, School District No. 39 (Vancouver) is completing a new 630-student capacity elementary school with low carbon design and a neighbourhood learning centre. It is scheduled for occupancy in 2029.</p> <p><b>Costs:</b> The total budget for the new school is \$151 million funded entirely by the Province.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>New school providing 630 seats in a growing area of the school district.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>The general risks associated with the project pertain to project scope, schedule and budget and have been accounted for in the project plan.</li> </ul>                                                                                                                                                                                     |                                   |                                             |                                           |                                    |

## Post-Secondary Education Sector

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>Simon Fraser University<br/>Phase Two Student Housing</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 2023                              | 114                                         | -                                         | 114                                |
| <p><b>Objective:</b> Construction of a new student housing building (386 student housing beds, 30 short term and two residence assistant / faculty-in-residence apartments) and renovation and expansion of the dining commons (800 seat capacity) at the Burnaby campus. The building is in service with only trailing costs remaining. Project completed in fall 2023.</p> <p><b>Costs:</b> The total project capital cost is \$114 million, with \$73 million funded by provincial loan and \$41 million by Simon Fraser University.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• New affordable and accessible housing for first year students.</li> <li>• Increased access for students to train for occupations that provide services British Columbians count on.</li> <li>• A building design that contributes toward climate action goals by targeting Step 4 of the BC Energy Step Code for the Student Housing building and LEED Gold for the Dining Commons.</li> </ul> <p><b>Risks:</b> Project complete, no remaining risk.</p> |                                   |                                             |                                           |                                    |
| <b>University of Victoria Student<br/>Housing</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 2023                              | 243                                         | 0                                         | 243                                |
| <p><b>Objective:</b> Demolition of the existing Emily Carr Hall, Margaret Newton Hall, and Cadboro Commons to construct two new buildings that include 782 (621 net new) student housing beds, 600 seat dining hall and multi-purpose space. The project is targeting Passive House certification. The building is in service with only trailing costs remaining. Project completed in fall 2023.</p> <p><b>Costs:</b> The total estimated capital cost of the project is \$243 million, with \$128 million funded by the Province and \$115 million by University of Victoria.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Relieves pressure on the housing market in Victoria while addressing growing waitlists for on-campus housing at UVic.</li> <li>• Decreases barriers for students seeking housing to attend post-secondary education.</li> <li>• Creates good jobs to help grow B.C.'s economy.</li> </ul> <p><b>Risks:</b> Project complete, no remaining risk.</p>                                                              |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>University of British Columbia – Brock Commons Phase 2</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 2024                              | 165                                         | 0                                         | 165                                |
| <p><b>Objective:</b> An academic and student housing hub that comprises an 18-storey north tower and a 13-storey south tower on either side of Water Gage Road at East Mall with up to 600 student housing beds, associated support spaces, and the commons block for all of Brock Commons. This project completed in summer 2024.</p> <p><b>Costs:</b> This project is fully funded by the University of British Columbia.</p> <p><b>Benefits:</b> The expected project benefits include:</p> <ul style="list-style-type: none"> <li>• Reduced pressure on the local housing market by investing in student housing.</li> <li>• Improved access to academic and administrative spaces for the Faculty of Arts academic advising as well as a legal clinic space, classrooms, offices and food services.</li> </ul> <p><b>Risks:</b> Project complete, no remaining risk.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                   |                                             |                                           |                                    |
| <b>British Columbia Institute of Technology Student Housing</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 2025                              | 125                                         | 19                                        | 144                                |
| <p><b>Objective:</b> 12-storey, tall timber student housing providing 469 beds to students in approximately 16,934 m<sup>2</sup>. The building will be BC Energy Step Code Level 4 and Net Zero Energy Ready. Project is in construction with completion expected in spring 2025.</p> <p><b>Costs:</b> The total estimated capital cost of the project is \$144 million, with \$129 million funded by the Province, \$12 million by British Columbia Institute of Technology, and \$3 million by British Columbia Institute of Technology Foundation.</p> <p><b>Benefits:</b> The expected project benefits include:</p> <ul style="list-style-type: none"> <li>• The Province is investing in student housing as part of Homes for People, which commits more than \$2 billion to the housing action plan that includes building 12,000 on-campus student housing beds.</li> <li>• Secure, stable and affordable housing is essential for students to succeed in their studies and will also help alleviate pressure on Burnaby's rental market.</li> <li>• The project will align with CleanBC and Wood First initiatives by targeting BC Energy Step Code, Level 4, and using mass timber construction.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• The major risks associated with the projects relate to the construction schedule and cost escalation.</li> </ul> |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>Capilano University Student Housing</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 2025                              | 37                                          | 21                                        | 58                                 |
| <p><b>Objective:</b> New six-storey, 362-bed wood frame student housing building with mass timber 250-seat dining hall in North Vancouver. Project is in construction with completion expected in Late 2025.</p> <p><b>Costs:</b> The total estimated capital cost of the project is \$58 million, with \$41 million funded by the Province and \$17 million by Capilano University.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>The Province is investing in student housing as part of Homes for People, which commits more than \$2 billion to the housing action plan that includes building 12,000 on-campus student housing beds.</li> <li>Secure, stable and affordable housing is essential for students to succeed in their studies and will also help alleviate pressure on the North Vancouver rental market.</li> <li>The building will align with CleanBC and Wood First initiatives by targeting BC Energy Step Code, Level 4, and using mass timber and light wood frame construction.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>The major risk associated with the project relates to the construction schedule.</li> </ul>                                                                                                                                                      |                                   |                                             |                                           |                                    |
| <b>North Island College Student Housing</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 2025                              | 55                                          | 23                                        | 78                                 |
| <p><b>Objective:</b> Construction of two new mass timber student housing buildings with a total of 217 beds including a four-storey mass timber single student building that will provide 157 beds, and a four-storey mass timber family building that will provide 60 beds. Project is in construction with completion expected in summer 2025.</p> <p><b>Costs:</b> The total estimated capital cost of the project is \$78 million, with \$76 million funded by the Province and \$2 million by North Island College.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>The Province is investing in student housing as part of Homes for People, which commits more than \$2 billion to the housing action plan that includes building 12,000 on-campus student housing beds.</li> <li>Secure, stable and affordable housing is essential for students to succeed in their studies and will also help alleviate pressure on the Courtenay's rental market.</li> <li>The building will align with CleanBC and Wood First initiatives by targeting BC Energy Step Code, Level 4, and using mass timber and light wood frame construction.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>The major risks associated with the projects relate to the construction schedule and cost escalation.</li> </ul> |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>Okanagan College Student Housing</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 2024                              | 72                                          | 3                                         | 75                                 |
| <p><b>Objective:</b> Construction of 376 student housing beds across the Kelowna, Salmon Arm and Vernon campuses of Okanagan College.</p> <p><b>Costs:</b> The total estimated capital cost of the project is \$75 million, with \$73 million funded by the Province, \$1 million by Okanagan College, and \$1 million by donors.</p> <p><b>Benefits:</b> The expected project benefits include:</p> <ul style="list-style-type: none"> <li>• The Province is investing in student housing as part of Homes for People, which commits more than \$2 billion to the housing action plan that includes building 12,000 on-campus student housing beds.</li> <li>• Secure, stable and affordable housing is essential for students to succeed in their studies and will also help alleviate pressure in Kelowna's, Vernon's and Salmon Arm's rental markets.</li> <li>• The buildings will align with CleanBC and Wood First initiatives by targeting BC Energy Step Code, Level 4, and using mass timber and light wood frame construction.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• Project complete, no remaining risk.</li> </ul> |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| Royal Roads University<br>West Shore Learning Centre                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 2025                              | 92                                          | 16                                        | 108                                |
| <p><b>Objective:</b> New 8,904 m<sup>2</sup>, five-storey West Shore Learning Centre campus in Langford, developed in collaboration with Camosun College, the University of Victoria and the Justice Institute of British Columbia. This project provides flexible classroom space to improve access to post-secondary education in the West Shore. Construction is underway and anticipated to be completed in summer 2025.</p> <p><b>Costs:</b> The total estimated capital cost of the project is \$108 million, with \$85 million funded by the Province, \$22 million by Royal Roads University, and \$1 million by Camosun College, University of Victoria, Justice Institute of British Columbia, and BC Hydro.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Providing access to high quality education that meets regional and students' needs by reducing commute times between home, work and study to increase post-secondary participation.</li> <li>• Improving direct-to-post-secondary education transition rates and increasing the number of West Shore and Indigenous students completing post-secondary education, equipping learners of all ages with in-demand skills for full labour market participation and a strong economy.</li> <li>• The building will align with CleanBC and Wood First initiatives by pursuing both LEED Gold and Zero Carbon Building (ZCB) Standard v2 certifications and using mass timber construction.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• The major risks associated with the projects relate to the construction schedule and cost escalation.</li> </ul> |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>Simon Fraser University Digital Research Infrastructure Refresh – Cedar</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 2025                              | 81                                          | 7                                         | 88                                 |
| <p><b>Objective:</b> Procurement of specialized equipment to refresh the Cedar supercomputing facility at the Simon Fraser University Burnaby campus</p> <p><b>Costs:</b> The total estimated capital cost of the project is \$88 million, with \$25 million funded by the Province, \$41 million by the federal government, and \$22 million by third party in-kind contributions.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Refreshes one of the most powerful academic supercomputers in Canada that is nearing end of life.</li> <li>• Creates advanced computing power and storage to support research innovation and industry, government and academic collaboration across the country, benefiting tens of thousands of users across Canada.</li> <li>• Supports the economy by driving innovation and ensures B.C. continues to attract and retain top academics, researchers and students.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• The major risks associated with the project relate to procurement schedule and cost escalations.</li> </ul> |                                   |                                             |                                           |                                    |
| <b>University of British Columbia Recreation Centre North</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 2025                              | 63                                          | 10                                        | 73                                 |
| <p><b>Objective:</b> The new UBC Recreation Centre will measure 101,000 ft<sup>2</sup> and include a fitness centre, three gyms, an indoor track, multi-purpose rooms and administration offices. This project was completed in spring 2025.</p> <p><b>Costs:</b> This project is fully funded by the University of British Columbia.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Access to modern and inclusive spaces for health and wellness for the campus community to meet growing demand for fitness facilities.</li> <li>• Increased shared spaces for students to prioritize their mental and physical health while pursuing their academic goals.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• Limited remaining risk as the project is complete.</li> </ul>                                                                                                                                                                                                                                                                                         |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>University of British Columbia<br/>School of Biomedical Engineering</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 2025                              | 137                                         | 2                                         | 139                                |
| <p><b>Objective:</b> Construction of a 14,520 m<sup>2</sup> facility to accommodate the School of Biomedical Engineering. Project completed in spring 2025.</p> <p><b>Costs:</b> The total estimated capital cost of the project is \$139 million, with \$25 million funded by the Province, \$106 million by University of British Columbia, and \$8 million by fundraising.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>Accommodates a Government-funded seat expansion of the UBC Biomedical Engineering program, as part of an investment to fund additional seats in tech programs across the post-secondary sector.</li> <li>Supports a future-ready workforce and post-secondary system, increasing access to post-secondary education and skills training and high opportunity jobs.</li> </ul> <p><b>Risks:</b> None</p>                                                                                                                                                                                                                                                                                                                                                                                       |                                   |                                             |                                           |                                    |
| <b>University of British Columbia<br/>Gateway Building</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 2025                              | 157                                         | 38                                        | 195                                |
| <p><b>Objective:</b> The Gateway Building will co-locate the School of Nursing, School of Kinesiology, Integrated Student Health Services, and component of UBC Health together in a building that will facilitate inter-program interaction and synergies and contribute to students' health and wellbeing and to the continued advancement and growth of the two schools nationally and globally. Project is currently in construction with completion expected in fall 2025.</p> <p><b>Costs:</b> This project is fully funded by the University of British Columbia.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>Academic gateway: Expresses UBC's vision and values through a dignified and memorable welcome to the Vancouver campus.</li> <li>Host Nation: Co-creates a process that meaningfully includes Musqueam culture and values in the project.</li> <li>Health and Well-Being: Harnesses the transformative power of health as a core design driver.</li> <li>Zero carbon: Seeks to achieve net-zero carbon certification.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>The risks associated with the project relate to schedule and budget as it nears completion.</li> </ul> |                                   |                                             |                                           |                                    |



| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>University of the Fraser Valley<br/>Student Housing</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 2025                              | 64                                          | 41                                        | 105                                |
| <p><b>Objective:</b> Construction of a new six-storey, 398-bed hybrid mass timber student housing facility, with ground floor common areas and five floors of student housing. Project is in construction with completion expected in winter 2025.</p> <p><b>Costs:</b> The total estimated capital cost of the project is \$105 million, with \$88 million funded by the Province and \$17 million by University of Fraser Valley.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>The Province is investing in student housing as part of Homes for People, which commits more than \$2 billion to the housing action plan that includes building 12,000 on-campus student housing beds.</li> <li>Secure, stable and affordable housing is essential for students to succeed in their studies and will also help alleviate pressure on Abbotsford's rental market.</li> <li>The building will align with CleanBC and Wood First initiatives by targeting Step 4 of the BC Energy Step Code and using mass timber and light wood frame construction.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>The major risks associated with the project relate to construction during winter months and achieving the scheduled completion for opening in January 2026.</li> </ul> |                                   |                                             |                                           |                                    |
| <b>University of British Columbia - ʔəɫ<br/>sɪk snpəʔnwɪxʷtɪn - UBCO</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 2026                              | 52                                          | 67                                        | 119                                |
| <p><b>Objective:</b> A new interdisciplinary academic building containing teaching, research, office and community and engagement space, including 100-seat and 200-seat lecture theatres. This project is currently in construction with completion expected in March 2026.</p> <p><b>Costs:</b> This project is fully funded by the University of British Columbia.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>New spaces that foster collaborative teams as they research and help solve complex societal challenges from multiple perspectives, leveraging the expertise already assembled on UBCO's campus.</li> <li>Access to learning spaces designed to support team-based interdisciplinary work and collaboration with Indigenous partners, community members and industry.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>The major risks associated with the projects relate to the construction schedule and cost escalation.</li> </ul>                                                                                                                                                                                                                                                                                                                  |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>University of Victoria Engineering &amp; Computer Science Building Expansion</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 2026                              | 49                                          | 101                                       | 150                                |
| <p><b>Objective:</b> Expansion of the Engineering and Computer Science Building and construction of a stand-alone high-bay lab building. Project is in construction with completion expected in summer 2026.</p> <p><b>Costs:</b> The total estimated capital cost of the project is \$150 million, with \$97 million funded by the Province, \$48 million by University of Victoria and \$5 million by the University of Victoria Foundation.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Meets growing demand within the University's Faculty of Engineering.</li> <li>• A new purpose-built high headroom lab space required for engineering programs.</li> <li>• Energy efficient buildings that function as a 'living lab' for students and provide data on energy, water and structural performance.</li> <li>• Support for B.C.'s forestry sector through mass timber construction.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• The major risks associated with the project relate to construction schedule and cost escalation.</li> </ul> |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>British Columbia Institute of Technology Trades and Technology Complex</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 2027                              | 11                                          | 207                                       | 218                                |
| <p><b>Objective:</b> The BCIT Trades &amp; Technology Complex comprises a series of phased projects that will replace and modernize existing functionally inadequate buildings and enhance and expand the Institute's Trades and Technology teaching space. Project is in procurement with completion scheduled for spring 2027.</p> <p><b>Costs:</b> The total estimated capital cost of the project is \$218 million, with \$186 million funded by the Province, \$31 million by BCIT and fundraising, and \$1 million by Natural Resources Canada.</p> <p><b>Benefits:</b> The expected project benefits include:</p> <ul style="list-style-type: none"> <li>• The Province is investing in British Columbians by ensuring access to training for high opportunity jobs in the fastest growing technology fields across all sectors of the economy.</li> <li>• The project will deliver an adaptive, leading-edge trades education environment, including a four-building complex with state-of-the-art workshops, simulation lab space, maker space and works yard spaces.</li> <li>• The project will align with CleanBC and Wood First initiatives by targeting BC Energy Step Code, Level 4, and using mass timber and light wood frame construction.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• The major risks associated with the project relate to project procurement, construction schedule, and cost escalation. Market conditions and supply chains issues are on-going concerns.</li> </ul> |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>Camosun College Student Housing</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 2027                              | 0                                           | 155                                       | 155                                |
| <p><b>Objective:</b> A 429-bed student housing project comprised of a six-storey wood-frame building with five storeys of student housing on top of the first level podium that will include amenities and services. Project is in the design stage with completion expected in fall 2027.</p> <p><b>Costs:</b> The total estimated capital cost of the project is \$155 million, with \$152 million funded by the Province and \$3 million by Camosun College.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>The Province is investing in student housing as part of Homes for People, which commits more than \$2 billion to the housing action plan that includes building 12,000 on-campus student housing beds.</li> <li>Secure, stable and affordable housing is essential for students to succeed in their studies and will also help alleviate pressure on Victoria's rental market.</li> <li>The building will align with CleanBC initiatives and targets BC Energy Step Code, Level 4 and LEED Platinum certification.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>The major risks associated with the projects relate to the construction schedule and cost escalation.</li> </ul>                                                                                                                                                                                                                                   |                                   |                                             |                                           |                                    |
| <b>Capilano University Student Housing Squamish</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 2027                              | 52                                          | 3                                         | 55                                 |
| <p><b>Objective:</b> Purchase and outfit three existing student housing buildings at Capilano University's Squamish campus. Each 36,482 sq. ft, five-storey building contains 111 student beds, laundry facilities and gathering spaces. Required updates include minor security and accessibility upgrades plus purchase of new furniture. Project budget also includes purchase of underlying land parcels, completed Oct 2023. Project is in construction with completion expected in spring 2027.</p> <p><b>Costs:</b> The total estimated capital cost of the project is \$55 million, with \$48 million funded by the Province and \$7 million by Capilano University.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>The Province is investing in student housing as part of Homes for People, which commits more than \$2 billion to the housing action plan that includes building 12,000 on-campus student housing beds.</li> <li>Secure, stable and affordable housing is essential for students to succeed in their studies and will also help alleviate pressure on the Squamish rental market.</li> <li>Utilizes existing student housing buildings adjacent to the campus which require only minor updates to be ready for student occupancy, saving time and reducing costs.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>Phased occupancy and renovation of the buildings may create schedule delays.</li> </ul> |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>Douglas College Academic and Student Housing</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 2027                              | 57                                          | 275                                       | 332                                |
| <p><b>Objective:</b> A newly constructed 20-storey concrete tower that combines academic space and student housing to create a living-learning community that will provide 368 student beds. The project is in construction with completion expected in summer 2027.</p> <p><b>Costs:</b> The total estimated capital cost of the project is \$332 million, with \$232 million funded by the Province and \$100 million by Douglas College.</p> <p><b>Benefits:</b> The expected project benefits include:</p> <ul style="list-style-type: none"> <li>The Province is investing in student housing as part of Homes for People, which commits more than \$2 billion to the housing action plan that includes building 12,000 on-campus student housing beds.</li> <li>Secure, stable and affordable housing is essential for students to succeed in their studies and will also help alleviate pressure on New Westminster's rental market.</li> <li>The building aligns with CleanBC initiatives and targets BC Energy Step Code, Level 4.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>The major risks associated with the projects relate to the construction schedule and cost escalation.</li> </ul>                                                                                                                                                                                           |                                   |                                             |                                           |                                    |
| <b>Okanagan College Centre for Food, Wine and Tourism</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 2027                              | 1                                           | 56                                        | 57                                 |
| <p><b>Objective:</b> Construction of a four-storey hybrid mass timber Centre for Food Wine and Tourism at Okanagan College's Kelowna campus. Project is in procurement with completion expected in summer 2027.</p> <p><b>Costs:</b> The total estimated capital cost of the project is \$57 million, with \$52 million funded by the Province, \$1 million by Okanagan College, and \$4 million by donors.</p> <p><b>Benefits:</b> The expected project benefits include:</p> <ul style="list-style-type: none"> <li>Okanagan College's new Centre for Food, Wine and Tourism is a part of StrongerBC's Future Ready Action Plan, which is making education and training more accessible, affordable and relevant to help businesses grow and prepare British Columbians for the jobs of tomorrow.</li> <li>The centre will be the first of its kind for collaboration between students and businesses in the food, beverage, hospitality and resort industries with a focus on sustainability and strengthening local supply chains through partnerships with local farms and orchards.</li> <li>The centre will provide students the opportunity to gain the skills needed to begin a rewarding career in the Okanagan.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>The major risks associated with the project relate to scope, schedule, and cost escalation prior to procurement.</li> </ul> |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>Simon Fraser University<br/>Phase Three Student Housing</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 2027                              | 11                                          | 186                                       | 197                                |
| <p><b>Objective:</b> An eight-storey, mass timber building with 445 student housing beds at Simon Fraser University Burnaby campus which includes \$35.8 million to expand the adjacent childcare centre with 160 new spaces. Project is in construction with completion expected in summer 2027.</p> <p><b>Costs:</b> The total estimated capital cost of the project is \$197 million, with \$132 million funded by the Province (\$116 million from the Ministry of Post Secondary Education and \$16 million from the Ministry of Education and Child Care) and \$65 million by Simon Fraser University.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Responds to housing challenges in the Lower Mainland through investments in student housing.</li> <li>• Increases access to affordable, quality, inclusive child care on public post-secondary campuses.</li> <li>• Contributes toward climate action goals by targeting Step 4 of the BC Energy Step Code and mass timber.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• The major risks associated with the project relate to scope, schedule, and cost escalation prior to procurement.</li> </ul> |                                   |                                             |                                           |                                    |
| <b>University of British Columbia<br/>Sauder School of Business Power<br/>House Expansion</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 2027                              | 14                                          | 137                                       | 151                                |
| <p><b>Objective:</b> This project will facilitate a purposeful shift from learning spaces that emphasize teaching through lectures to spaces that foster creativity and innovation through experiential learning and teamwork. The project includes classrooms, teaching labs and innovative learning spaces, as well as offices and support space. A new Centre for Collaborative Learning will support and grow entrepreneurial learning. This project is currently in design with completion expected in spring 2027.</p> <p><b>Costs:</b> This project is fully funded by the University of British Columbia.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Increased space to meet growing demand for the graduate students and associated faculty.</li> <li>• New innovative learning spaces that respond to rising demand for business education and the ever-growing need for talent by employers across the province and around the world.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• The major risks associated with the projects relate to the construction schedule and cost escalation.</li> </ul>                                               |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| University of British Columbia –<br>UBCO Downtown Kelowna Project                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 2027                              | 0                                           | 54                                        | 54                                 |
| <p><b>Objective:</b> A community-facing academic space in an office tower at the Kelowna downtown campus, in close proximity to many of the University's community partners working in health, tech, business, and arts and culture. This project is currently in construction with completion expected in August 2027.</p> <p><b>Costs:</b> This project is fully funded by the University of British Columbia.</p> <p><b>Benefits:</b> The expected project benefits include:</p> <ul style="list-style-type: none"> <li>Expanded access to academic space for the School of Social Work and School of Nursing, both critical to meeting the local and provincial need for more health care professionals.</li> <li>Reduced pressure on Kelowna's housing market by creating rental units suitable for students and community members.</li> <li>An energy efficient building that contributes toward climate action goals through achieving Step 3 of the BC Energy Step Code and LEED Gold certification.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>A major risk associated with the project was site soil condition, which created issues with the structural stability of the project and adjacent tower site, which has been mitigated and is being monitored. Other general risks are related to project scope, schedule and cost escalations.</li> </ul> |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>Vancouver Community College –<br/>Centre for Clean Energy &amp;<br/>Automotive Innovation</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 2028                              | 39                                          | 276                                       | 315                                |
| <p><b>Objective:</b> Construction of an eight-storey, hybrid concrete/mass timber fit-for-purpose facility to offer programs that produce the skills required by red seal-certified apprentices training for the future of modern automobiles including electric, hydrogen fuel cell, plug-in, and autonomous vehicles. The project is in construction with completion expected in early 2028.</p> <p><b>Costs:</b> The total estimated capital cost of the project is \$315 million, with \$295 million funded by the Province, \$10 million from Vancouver Community College, and \$10 million from donors.</p> <p><b>Benefits:</b> The expected project benefits include:</p> <ul style="list-style-type: none"> <li>• Building will be LEED Gold and designed through ongoing consultation with the Musqueam, Squamish and Tsleil-Waututh first nations to create a culturally significant and safe space for all students.</li> <li>• Will provide access to trades training for clean energy programs and automotive service technicians on the servicing and maintenance of electric vehicles.</li> <li>• Project will include an interior Indigenous gathering space as well as an outdoor gathering space for events and ceremonies.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• The major risks associated with the projects relate to the construction schedule and cost escalation.</li> </ul> |                                   |                                             |                                           |                                    |



| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| Vancouver Island University<br>Student Housing and Dining                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 2027                              | 11                                          | 96                                        | 107                                |
| <p><b>Objective:</b> 266 beds in a new 9,547 m<sup>2</sup> building with seven storeys of mass timber construction above a three-storey concrete podium. Levels one to three include a 200-seat dining hall, study rooms, multi-purpose room, teaching kitchen, bike storage, shared laundry, and student housing offices. Levels four – 10 include student housing, lounges and communal kitchens. Project is under construction with completion expected in spring 2027.</p> <p><b>Costs:</b> The total estimated capital cost of the project is \$107 million, with \$106 million funded by the Province and \$1 million by Vancouver Island University.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>The Province is investing in student housing as part of Homes for People, which commits more than \$2 billion to the housing action plan that includes building 12,000 on-campus student housing beds.</li> <li>Secure, stable and affordable housing is essential for students to succeed in their studies and will also help alleviate pressure on Nanaimo's rental market.</li> <li>The building will align with CleanBC and Wood First initiatives by targeting Step 4 of the BC Energy Step Code and using mass timber construction for the seven housing levels.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>The major risks associated with the project relate to the construction schedule and cost escalations.</li> </ul> |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>University of British Columbia<br/>Student Housing – Lower Mall<br/>Precinct</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 2029                              | 3                                           | 557                                       | 560                                |
| <p><b>Objective:</b> Construction of a new student housing complex consisting of five buildings (one mass timber) with 1,508 beds (1,333 net new), a dining hall, 37 new childcare spaces and academic and administrative office space to accommodate the displaced St John's College (with existing 175 beds) in the Lower Mall Precinct at University of British Columbia, Vancouver Campus. Project is in the design phase and anticipated to be completed in summer 2029.</p> <p><b>Costs:</b> The total estimated capital cost of the project is \$560 million, with \$300 million funded by the Province and \$260 million by the University of British Columbia.</p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Reduced pressure on the Lower Mainland's rental market while also addressing growing waitlists for student housing on UBC's Vancouver campus.</li> <li>• Increased access to quality, inclusive child care by creating two new licensed child care centres each with dedicated outdoor space.</li> <li>• Support for B.C.'s forestry sector and economic plan by using mass timber and light wood frame hybrid construction.</li> <li>• Over 2,400 jobs created during the life of the project.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• The major risks associated with the project relate to cost escalation, including tariffs, prior to procurement.</li> </ul> |                                   |                                             |                                           |                                    |

| Major Capital Projects<br>(over \$50 million in total)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Targeted<br>Year of<br>Completion | Project Cost<br>to Mar 31,<br>2025<br>(\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Anticipated<br>Total Cost<br>(\$m) |
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| <b>University of British Columbia<br/>Canada's Immuno-Engineering<br/>and Biomanufacturing Hub:<br/>Advanced Therapeutics<br/>Manufacturing Facility</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 2030                              | 6                                           | 64                                        | 70                                 |
| <p><b>Objective:</b> Procurement of specialized research equipment and fit-out of space to create Canada's Immuno-Engineering and Biomanufacturing Hub: Advanced Therapeutics Manufacturing Facility at UBC, Vancouver campus. It is one of five biomedical research hubs across Canada established by the federal government in 2022. This project is currently in procurement and anticipated to be completed in 2030.</p> <p><b>Costs:</b> The total estimated capital cost of the project is \$70 million, with \$22 million funded by the Province, \$42 million by federal government, and \$6 million by third party in-kind contributions.</p> <p><b>Benefits:</b> The expected project benefits include:</p> <ul style="list-style-type: none"> <li>• Develops a facility that will produce advanced therapies for use in humans to treat a range of diseases, filling gaps in Canada's biomanufacturing capabilities.</li> <li>• Supports hands-on training opportunities across various disciplines, driving innovation in development of next-generation immune-based therapeutics.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• The major risks associated with the project relate to procurement schedule and cost escalations.</li> </ul> |                                   |                                             |                                           |                                    |

## Appendix A: Public Sector Organizations

As of August 13, 2025, the Minister of Infrastructure is responsible and accountable for the following organizations:

### **BC Infrastructure Benefits**

[BC Infrastructure Benefits](#) is the Crown corporation accountable for implementing the Community Benefits Agreement on select public infrastructure projects. BCIB's purpose is to partner in the successful delivery of projects, mobilize and grow a safe, diverse and skilled workforce and honour community strength by building on local assets, knowledge and potential.

### **Infrastructure BC**

[Infrastructure BC](#) supports the public sector in meeting its infrastructure needs by partnering with the private sector in the procurement of complex capital projects.