



UNIVERSITY
OF ALBERTA

2026/27 - 2028/29

THE UNIVERSITY OF ALBERTA
CAPITAL PLAN





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Message from the Vice-President, University Services, Operations and Finance

The University of Alberta's 2026-29 Capital Plan sets our institution on the path to grow our enrolment to 60,000 students by 2033 without growing our existing physical footprint, in alignment with our institutional strategic plans. As enrolment grows, our infrastructure must keep pace with the needs of our students, academics and researchers who seek a world-class education and research environment that helps them build skills to solve local and global problems.

This plan, built using a data-driven approach, prioritizes optimizing our space and improving operational efficiency while ensuring that we are strategically positioned to meet both present and future demands. Our focus remains on building spaces that foster collaboration, creativity and interdisciplinary engagement. This involves renewing existing spaces to create room for an expanding student body and to unlock more opportunities for integrated, interdisciplinary research programs.

From the renewal of key assets to the development of state of the art, flexible spaces and infrastructure, each project in this plan is an investment in our students, faculty and staff and the communities we serve in the province and around the world. Maintaining and developing versatile and adaptable spaces to meet evolving pedagogical needs and develop workforce-ready graduates reinforces the university's commitment to supporting our people as well as the success and prosperity of Alberta.

Todd Gilchrist

Vice-President, University Services, Operations and Finance



Current State

The University of Alberta is undertaking a bold evolution. With the release of *Shape: A Strategic Plan of Impact (2023-2033)*, we are intently focusing on our shared vision for infrastructure, innovation, enrolment growth, meaningful engagement and partnership with Indigenous communities, while enacting the university's commitment to access, community and belonging.

The ambitious target in *Shape* means we are committed to thinking differently about space - optimizing our existing infrastructure while continuing efforts to reduce operating costs and deferred maintenance as well as minimizing our environmental impact. We are focused on renewing existing spaces to accommodate growth, to ensure a better student and teaching experience, and to facilitate more impactful research.

The U of A is the oldest and largest postsecondary institution in Alberta, managing over 1.5 million square meters of space in almost 200 buildings across its five campuses.

What does this mean for capital investment and renewal?

- Targeted capital investments will allow for significant growth in our teaching and research enterprise without a commensurate increase in our infrastructure footprint. This effort to optimize existing space will also reduce infrastructure operating costs.
- Some infrastructure predates World War I, and more than 50 per cent was built in post-war (1951-1975) or modern (1976-1990) periods - both of which are known for lower standard construction practices. A number of these buildings require renewal to ensure we're positioned for greater interdisciplinary research and experiential learning.
- Because these buildings have a projected 40-50 year lifespan, their critical mechanical and electrical systems are at or nearing end of life and require renewal. Building system failures that have the potential to interrupt teaching and research are a strong likelihood.
- Historically, the University of Alberta has received a variable grant under the Capital Maintenance Renewal (CMR) program, intended to help manage overall deferred maintenance liability. Outside of CMR, the university will seek to maximize capital grants, including those for capital renewal, to fund specific projects based on eligibility under federal or provincial grant programs.





Creating Space for Change-Makers

Over the next decade, the U of A has a unique opportunity to invest in its spaces to attract top talent, researchers and students from around the world, making a bigger and bolder local and global impact.

Aligned with the Government of Alberta's and the university's strategic direction, and demonstrating a spirit of collaboration and dedication to evidence-informed decision making using analytics and modeling, this Capital Plan provides a roadmap for a more sustainable, resilient and effective infrastructure portfolio.

Recognizing the University of Alberta's role in contributing to the provincial government's mandate, the institution's investments in infrastructure are prioritized to ensure alignment with key government actions and outcomes.



GOVERNMENT OF ALBERTA STRATEGIC PLAN 2026-29

Objective Three: Connecting Albertans to jobs

- Addressing labour market gaps in key economic sectors through the Alberta Jobs Strategy, which combines existing strategies and initiatives into a coordinated response to the changing job market. Through nearly 50 programs and initiatives, the government will continue to support Albertans to gain the skills, training and experience they need for a successful career, while positioning Alberta as a global hub for talent, innovation and long-term prosperity.

✓ **ALBERTA ADVANCED EDUCATION BUSINESS PLAN 2026-29**

Key Objectives:

- **1.1** Strengthen the alignment of post-secondary programs to employment and with current and emerging labour market demands by enhancing education pathways and opportunities, and expanding innovative learning opportunities, such as work-integrated learning and apprenticeship learning models, to meet Albertans' skills development needs.
 - **2.1** Continue to strengthen Alberta's adult learning system and ensure accountability, oversight and sustainability to provide high-quality education and skills for Alberta's future.
 - **2.2** Strengthen Alberta's post-secondary education system by assessing and where appropriate implementing the recommendations of Alberta's Expert Panel on Post-Secondary Institution Funding and Alberta's Competitiveness and their impacts.
 - **3.2** Work with other ministries and partners to strengthen post-secondary research, enhance commercialization opportunities in areas critical to Alberta's growth, and support the development of skills and knowledge that drive innovation and economic diversification.
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✓ **ALBERTA TECHNOLOGY AND INNOVATION BUSINESS PLAN 2026-29**

Key Objectives

- **1.1** Finalize the implementation of a digital strategy to accelerate the adoption of technology and innovation in government operations.
- **1.3** Build capability and modernize infrastructure and service delivery approaches to create a stronger, more efficient government that delivers better, faster, smarter and safer services that are accessible to more Albertans.
- **2.4** Collaborate with Alberta public and private organizations to strengthen cybersecurity in Alberta.
- **3.1** Lead government's implementation of the Alberta Technology and Innovation Strategy to support Alberta's economic diversification by optimizing Alberta's technology and innovation ecosystem, creating and retaining jobs, attracting investment and working with industry, academia and government to grow and scale up companies in the province's technology sector.
- **3.2** Incentivize investment in research and commercialization to build the province's innovation capacity.

✓ ALBERTA INFRASTRUCTURE BUSINESS PLAN 2026-29

Key Objectives:

- **2.2** Maximize the value of government-owned and operated infrastructure through effective management of facilities/land/leases, adoption of cost-saving technologies, reducing overall operating costs and disposition of inefficient or obsolete assets.
 - **2.3** Optimize the value, use, transfer and management of all provincially-funded real property assets through continued implementation of the Real Property Governance Act framework and exploration of other investment opportunities, for the long-term benefit of Albertans.
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HOSPITAL AND SURGICAL HEALTH SERVICES BUSINESS PLAN 2026-29

✓ Key Objectives:

- **1.2** Ensure Albertans receive access to surgeries within clinically recommended timelines by expanding the surgical clinical workforce, optimizing surgical capacity and reserving hospital capacity for the most complex patients by supporting chartered surgical facilities to carry out routine, low complexity surgeries.
- **1.5** Grow the health workforce, including enhancing recruitment and retention, and ensure Alberta's acute care workforce is available when and where it is required, while developing a long-term workforce plan to identify long-term workforce needs and ensure projected needs are proactively filled.
- **1.6** Address short-term health infrastructure and capital needs while developing a longer-term plan that responds to demographic trends over the next 50 years.



***Shape* calls for action across three core aspects of our mandate: education, research and community engagement. Each aspect is pursued purposefully to generate more transformational impacts for students, communities, alumni and partners.**

1**Education**

Delivering innovative, flexible learning and experiences that prepare students as global citizens who make impacts on the world.

2**Research**

Reinforcing and enhancing our research, innovation and creative activities to make impacts that solve the complex challenges facing the world.

3**Engagement**

Fulfilling our responsibility as a leader and convenor to help shape and positively impact communities in Alberta, in Canada and worldwide.



Other key documents that inform and are informed by *Shape* include:

- 1 The institution's *Integrated Asset Management Strategy (IAMS)*, which sets the strategic direction for infrastructure investments and ensures that decisions related to the stewardship of its infrastructure across the five campuses are made holistically and with the university's long-term objectives in mind.
- 2 *Built for Purpose: The University's Strategic Campus Plan* outlines the University of Alberta's long-term priorities for infrastructure utilization, space optimization and investment prioritization to meet our strategic objectives and growth targets over the next 20 years.
- 3 *Forward with Purpose*, which outlines the research ambition of the University of Alberta to be a leader in knowledge generation and translation, inspiring solutions to grand challenges of local, provincial, national and global importance through creativity, research, innovation and higher education.
- 4 *Changing the Story: An Integrated Action Plan for Transforming Our Vibrant and Interconnected University Community*, which sets the vision for sustainable and impactful access and accessibility improvements to the built environment.
- 5 *Braiding Past, Present and Future*, the University of Alberta's Indigenous Strategic Plan, which includes a key goal of utilizing university infrastructure to acknowledge the foundational nature of Canada's relationship with diverse Indigenous nations, the First Peoples of the places that the University of Alberta currently manages, and to create safe and welcoming spaces for all.
- 6 *Igniting Purpose: The Student Experience Action Plan (SEAP)* strives to ensure our students are activated to learn, explore and pursue customized experiences during their university journey.
- 7 *Forward Together: The University of Alberta People Strategy* identifies our people as the cornerstone of our ambitions for the next decade. Enabling our faculty and staff to flourish and excel is a critical element of our ability to deliver on our ambitious goals laid out for the next decade.

For capital investments, this strategic direction translates into:

- Creating spaces that lead to an outstanding student experience within an inclusive environment, and that lend themselves to greater partnerships with the community.
- A greater focus on shared and/or flexible spaces that allow for multi-disciplinary research and greater experiential learning as well as community spaces.
- Changing how we think about student study spaces to ensure there is adequate space for students to experience both online course delivery and in-person classes.
- Increasing accessibility to state-of-the-art spaces where students, faculty, staff and researchers can do their best learning, teaching and discoveries.
- Continuing with efforts to optimize existing spaces (better spaces), while reducing operating costs and the deferred maintenance liability (better spaces for less).



Priority Projects for Government of Alberta Investment

The Capital Plan highlights priorities for 2026/27-2028/29, aligned with both the Government of Alberta and the University of Alberta strategic direction.

Priority capital investment projects are significant redevelopment or new construction projects:

\$30 MILLION

Planning for an Integrated Health Sciences Innovation Complex (ECHA 2.0) new development to replace aged facilities and demolition.

\$5 MILLION

Planning for a new University Data Centre development to support increasing digital infrastructure needs.

Priority capital renewal projects are ideal to be funded as an incremental increase under the provincial Capital Maintenance and Renewal program as renovations of existing buildings:

\$19 MILLION

Athabasca Hall.

\$20 MILLION

Initial refurbishment of Clinical Sciences Building mechanical and building envelope.

\$5 MILLION

Planning for renewal of Mechanical Engineering Building.

\$30 MILLION

Chemistry Instruction Labs.

\$10.5 MILLION

Augustana Classroom Building Renewal.

OVERVIEWS

Capital Investment Priority Projects

Planning

Integrated Health Sciences Innovation Complex (ECHA 2.0)

Total request: \$20 million, beginning as early as 2026/27, for demolition of the existing Research Transition Facility and for functional programming of Edmonton Clinical Health Academy (ECHA) 2.0. Considering the priority of this project, the university is committing \$10 million in institutional funding for demolition in the event that the Government of Alberta provides the remaining \$20 million in planning funding for this project.

There is a need to reclaim space for beds within the Walter C MacKenzie Health Sciences Centre to address Alberta Hospital and Surgical Health Services' need for critical growth for hospital beds and capacity. In preparation for healthcare system expansion, this project would allow the University of Alberta to relocate academic and administrative functions from the Clinical Sciences Building and the Walter C. MacKenzie Centre, freeing capacity for clinical growth.

This multi-year project requires collaboration between the University of Alberta, Alberta Infrastructure and Alberta Hospital and Surgical Health Services.

The strategic location of the building on campus positions health researchers close to patients who desire to be involved in clinical health research and gives clinicians and students access to the latest technology, cultivating an environment ideal for advancing research, academics and patient care. This continued integrative approach better positions the university to first attract, then address, expanded student intake across all health science faculties and disciplines to meet the healthcare workforce needs in Alberta. The proposed spin off incubation space fosters the commercialization of the university's leading research thereby further advancing research and bolstering investment in both the university and the province.

Overall, this new infrastructure would create healthcare capacity, interdisciplinary innovation and healthcare training in a state-of-the-art facility with specialized medical systems and technologies.



Planning

University Data Centre

Total request: \$5 million, beginning in 2027/28 to advance planning and design work for a new data centre to meet the needs of the university and provide opportunities for other partnerships.

In alignment with the University of Alberta's commitment to advancing digital infrastructure and supporting its growing academic and research needs, the proposed Data Centre will serve as a critical asset. This new facility will be designed to meet the increasing demand for secure, reliable and scalable digital infrastructure to support academic, administrative and research functions across the university.

The need for this project arises from current aging infrastructure, the rapid expansion of digital services, the increase in computing power required for AI research, the growing volume of research data, and the university's strategic goal of enhancing technological capabilities to drive innovation and academic excellence. The new data centre will enable optimization and consolidation of existing resources, improve resilience and performance, and provide scalable capacity to support future growth and flexibility.

In time, the proposed data centre will not only enhance the university's technological capacity but will also foster interdisciplinary collaboration, support high-performance computing initiatives and provide a foundation for the growth of digital services, ultimately advancing the university's standing as a global leader in research and education.

The university has committed to spending up to \$150,000 in 2026/27 to advance preliminary planning activities. In addition the university is actively pursuing partnership opportunities to support the project.



OVERVIEWS

Capital Renewal Priority Projects

Renewal

Athabasca Hall

Total request: \$19 million over three years, beginning in 2027/28. This would be cost-matched by \$500,000 in university funding, for a total project cost of \$19.5 million.

Athabasca Hall is one of the key hallmark buildings that flank the open green space called the Quad. The hall served as a student residence in the early 1900s and was built using wood frame construction with a lighter structural capacity, which best serves an academic office environment. This renewal would modernize the building's core infrastructure systems and incorporate sustainable building upgrades such as high-efficiency LED lighting, improved glazing and more efficient mechanical systems. The renewal also envisions enabling a more optimized footprint and improved functionality in the heart of North Campus.

This renewal project will relocate a suitable academic department from the Faculty of Arts and/or Faculty of Science that does not require high service lab/teaching space into Athabasca Hall. This approach makes better use of its infrastructure and enables the renewal of the Biological Sciences into the Life Sciences Innovation and Future Technologies Centre. Current residents of Athabasca Hall have moved into the new University Commons, which means that renewal of Athabasca Hall could occur as early as 2027/28.

Renewal

Clinical Sciences Building

Total request: \$12 million in provincial funding for initial phase of work. This would be cost-matched by \$8 million in university funding, beginning in 2026/27, for a total project cost of \$20 million.

The Clinical Sciences Building primarily supports health-related teaching and research, housing a variety of high-use spaces such as classrooms and research laboratories, with a focus on advancing academic programs and research activities. Renewal of the building's envelope and mechanical systems is vital to extending the life of this facility and ensuring it continues to meet the operational needs of the university's health sciences programs.

Aging infrastructure now requires urgent attention to maintain safety, functionality and occupant comfort for students, faculty and staff. The building has experienced multiple flooding incidents resulting from failures in the building envelope and perimeter mechanical systems, necessitating remediation efforts. The most recent flooding event occurred in December 2025, underscoring the immediate risks.

As outlined in the *Building Renewal Scope Confirmation Report* (September 17, 2025), renewal work is planned in phases. This project would address Phases 1 and 2, focussing on critical deficiencies in the building envelope, including recaulking and resealing of joints, and targeted work on perimeter mechanical systems (including induction units and controls).

Renewal of the Clinical Sciences Building will ensure a reliable, energy-efficient facility that continues to support the university's academic programs and research innovation. In the event of the completion of the ECHA 2.0 project, the university intends to relocate out of this building to enable expansion of Walter C. MacKenzie Health Sciences Centre and supporting facilities.

Renewal

Mechanical Engineering Building

Total request: \$5 million for planning, beginning in 2027/28.

The Mechanical Engineering Building, located in the northwest corner of North Campus, serves as a cornerstone for the Faculty of Engineering, supporting a wide range of functions critical to student success. It is home to both high- and low-service lab spaces, classrooms and faculty administration, all designed to provide student-focused support and learning.

In response to growth in student enrollment and expansion of academic programs, the renewal will address key infrastructure challenges and space optimization, enhancing the building's functionality to better support teaching, research and collaboration. The project will not only modernize aging building systems but also create a more sustainable and flexible environment, incorporating energy-efficient technologies and upgraded infrastructure to meet the evolving needs of the university.

The renewal will increase the building's utilization and functionality, reduce utility costs and better support projected growth. By investing in the revitalization of this essential facility, the university will continue to promote a positive student experience, foster academic excellence and facilitate cutting-edge research.



Renewal

Chemistry Instruction Labs

Total request: \$30 million over four years, beginning in 2027/28. This would be cost-matched by an additional \$2.5 million in institutional funding for energy efficiency improvements under the Envision 2.0 program, for a total project cost of \$32.5 million.

This project will renew the original (1973) undergraduate labs of Chemistry by revitalizing and optimizing laboratory space and will complete the full renewal of the Chemistry Complex that brings the older spaces up to date by renewing obsolete ventilation and mechanical systems.

By redesigning the floor layout, space will be used more efficiently, ultimately expanding the number of teaching labs available to accommodate a growing student population. The upgraded labs will contribute to the university's growth objectives while providing an enhanced student experience and improving teaching outcomes simultaneously.

The university would target energy efficiency upgrades under our Envision 2.0 program that could be done within the scope of this renewal. These improvements would include LED lighting upgrades and fume hood optimization, at an estimated \$2.5 million in institutional funding.



Renewal

Augustana - Classroom Building Renewal

Total request: \$9.5 million in provincial funding for initial phase of work, beginning in 2027/28. This would be cost-matched by \$1 million in university funding, for a total project cost of \$10.5 million.

To support the university's growth strategy, Augustana Campus requires investment in facilities that attract and retain undergraduate students - particularly modern lab spaces and classrooms within an increasingly competitive post-secondary landscape.

Based on current enrollment projections, Augustana's is expected to grow by approximately 340 undergraduate students by 2033, bringing total enrollment to 1,200. Of this growth, approximately 25% is anticipated to be in Science programs at Augustana Campus. As students from all disciplines attend classes and labs within this building, we would be directly impacting at least 50% of our Augustana student body by addressing deficiencies and modernization of the space.

This project will renew the original (1980) undergraduate chemistry and physics labs by revitalizing and optimizing these spaces, as well as improving the tiered lecture theatre, to enhance the student experience and bring these outdated spaces up to the university's minimum teaching standards. While the university invested institutional funding in 2017 to modernize one chemistry lab and two biology labs, the remaining chemistry and physics labs remain in their original condition. In addition to laboratory and classroom improvements, the project would also include renewal of washrooms and accessibility upgrades to building entryways and internal circulation, improving inclusivity, code compliance and overall student experience, helping to create a more vibrant and modern learning environment.

To get this project shovel-ready, the university has earmarked \$500,000 for planning and design to occur beginning in 2026/27. In addition, the university would target energy efficiency upgrades under our Envision 2.0 program that could be done within the scope of this renewal. These upgrades are anticipated to include LED lighting upgrades and glazing improvements, supported by an estimated \$500,000 in additional institutional funding.

Should funding be secured for this renewal, we expect construction could proceed as early as 2027/28.

**Leading
with Purpose.**



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