Ten Year Capital Plan

Prepared by Campus Planning and Facilities Management
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Academic Projects
Biomedical research using zebrafish began at the University of Oregon in the 1970’s. Today, more than 1,000 laboratories in 41 countries use zebrafish to model human biology and disease, as well as to study basic principles of biology. UO is known worldwide as the birthplace of zebrafish research.

In addition to 8 zebrafish research laboratories, UO is home to the Zebrafish International Resource Center (ZIRC) and the Zebrafish Information Network (ZFIN), two unique resources that serve vital functions for the international research community.

The National Institute of Health (NIH) has awarded an $8M CO6 construction grant to support the modernization of existing and new infrastructure for biomedical research facilities. This opportunity allows for the modernization of the existing 10,000 square foot ZIRC building that was constructed in 1999. Grant funding also allows for the replacement of the 20-year-old aquaculture equipment systems.

**Objectives**
- Replace existing aquaculture filtration equipment that supports the main fish room.
- Expand the existing ZIRC building to create more efficient support spaces and increase their operational capacity. Building expansion will be approximately 5,000 sf.
- Incorporate a second quarantine room that will double current capacity.
- Improve equipment cleaning throughput and efficiency with improvements to the circulation of dirty and clean equipment.
- Add space for cryogenic freezers to increase long-term resource storage.
- Upgrade building mechanical, plumbing, and electrical systems to support new equipment and spaces, as required.

**Current Project Status**
Project is currently under construction. Exterior masonry walls, structural steel, and the addition roof work will be ongoing through January 2022. The aquaculture equipment needed to start the first phase of the 2-phase system replacement is expected to arrive in January of 2022. Construction is still on pace for an overall 10-month duration with substantial completion expected in late spring 2022.

**Project Type:** Equipment and Building Renovation and Expansion

**Space Type:** Research

**Project Square Footage:** 9,742
- Addition 4,875 sf, Renovation 4,867 sf

**Anticipated Budget:** $8.8M

**Funding Source(s):**
- $8M - CO6 Grant (Grant allowable)
- $.55M – VPRI (Non-grant allowable)
- $.25M – Supplemental Grant

**Expected Completion:** Spring 2022
Huestis Hall was constructed in the early 1970s. The raw concrete façade and repetitive windows are features typical of the Brutalist architecture style popular during the time. The four-story building (including the basement) is part of the science complex and is connected to Streisinger Hall. The Lokey Laboratories expansion is beneath Huestis Hall.

Objectives

- Replace the original building mechanical, electrical, and plumbing systems and equipment to achieve modern building and research standards.
- Retrofit the seismic lateral-force-resisting system to achieve current life safety performance levels. This will be achieved by a seismic shaft on the west side of the building, which also includes a new freight elevator for lab equipment transport.
- Address the building envelope leaks that have plagued the facility.
- Reduce the energy, maintenance, and operational costs.
- Update all life/safety systems such as fire alarm notification and sprinkler systems.
- Renew the network infrastructure and pathways.
- Modernize the circulation corridors and shared public areas.
- Create flexible modular lab spaces by revising layouts and equipping them with casework systems designed to adapt to a changing environment.
- Increase the program square footage in the basement by relocating mechanical equipment from the basement to a new 6,745SF penthouse on the roof.

Project Status

Recently finished Design Development

Project Type: Building Renovation
Space Type: Research and Laboratory Classroom Teaching Labs
Square Footage: 57,501
Approved Budget: $63.6M
Funding Source(s):
  - Q Bonds: $50.8M
  - G Bonds: $6.36M
  - UO Match: $6.36M
Project Completion: January 2024
Ellis Fuller Lawrence’s original plan called for an auditorium to be built in this site, as the termination of the south axis and most important building in his beaux-arts plan. The axis extended from the auditorium to Dad’s Gates and beyond to the train station. However, the decision was made by President Hall to build a library in its place. The library was funded by the Public Works Administration (“PWA”) and the Works Progress Administration (“WPA”) program funds and is representative of the last surge of building before WWII.

The library has been referred to as Oregon’s best example of integrated art and architecture. It is the most fully executed of Lawrence’s buildings incorporating sculpture, painting and metalwork, much done by students, graduates and professors.

Objectives
Due to excessive exterior deterioration, this project will comprehensively restore the exterior envelope of one of UO campus largest buildings. This project will be done in three phases in line with three cycles of state biennial Capital Improvement funding. Restoration elements includes:
- Extensive brick tuck pointing
- Brick cleaning and sealing
- Careful wood trim and door restoration
- Decorative bronze cleaning
- Window detailing and thermal improvements
- Roof replacement which includes insulation upgrades
- Painting
- Historic fountain restoration

Project Status
Project is in design

Project Type: Exterior Restoration
Space Type: Library and Materials Storage
Square Footage: N/A
Anticipated Budget: $15M
Funding Source(s): State Capital Improvement Funds
Expected Project Duration: 4-5 years
The Phil and Penny Knight Campus for Accelerating Scientific Impact – Phase 2 is the second phase of the initiative to expand the University of Oregon’s strengths in bioengineering and applied scientific research and training, with a specific focus on facilitating innovation and accelerating the pace of societal benefit and impact of this research. The focus on bioengineering and applied science will change the profile of the University of Oregon in perpetuity.

This project has been to the Board of Trustees for an initial funding request, which was approved, addressing preliminary consulting contracts and preconstruction services necessary to move the project forward in design. Approval for the full project will be submitted at a later date in 2022.

Objectives
- Further bioengineering and applied science research activity with the goal of supporting at least another 15-20 individual research programs and shared research equipment and service facilities.

- Expand both core research facilities as well as flexible lab spaces that support bioengineering research endeavors.
- Master Planning for Phase 3 buildings.

Details
- Located just across the Millrace to the north of Building 1.
- Development of approximately 2 acres of property.
- 175,000 sf building, 4 stories above grade with a basement.
- Possible pedestrian bridge linking to Building 1.
- Extend university central utility infrastructure from the tunnel under the Riverwalk Axis to Building 2.
- Potential Improvements to Public Ways including Riverfront Parkway and Millrace Drive.

Project Status
Approaching 50% Schematic Design
University and Villard Halls are the two founding buildings of the University of Oregon. In 1876 University Hall was the first building constructed. Villard Hall followed in 1885. Both are listed on the National Register for Historic Places. Both buildings are designated National Historic Landmarks.

University Hall encompasses multiple math classrooms supporting approximately 17,000 students annually. The building also contains faculty and staff offices. Villard Hall is currently the home of the Theater Arts Department and the Comparative Literature Program supporting approximately 5,000 students in a typical academic year.

Objectives

- Replace all building systems (mechanical, electrical, plumbing, fire protection, computer network, access controls, and security). These new systems will meet energy performance requirements of the Oregon Model for Sustainable Development and LEED Gold certification.
- Improve building exterior envelope conditions, including historic preservation treatments as well as energy efficiency improvements.
- Provide corrective life/safety and accessibility measures to the building.
- Upgrade the building structural systems to comply with current building code to ensure a structurally sound building in a seismic event.
- Provide corrective improvements to building utility systems (storm water, sanitary sewer, domestic water, fire protection water, and natural gas), and capitalize on the connection to the Central Power Station.
- Revitalize building spaces to meet current campus standards and improve the student experience. Improvements to the building interior environment will include finishes, lighting, and quality of space to meet campus standards.
- Improve the south entrance to Villard Hall as it has become the primary entrance to the building. This in turn will improve accessibility both entering and navigating the building.
- Improve the south parking lot to provide a link between University and Villard Halls and to enrich the pedestrian experience.

Project Status

Recently legislatively approved and in the pre-design phase.

Project Type: Renovation, Restoration and Deferred Maintenance

Space Type: Classrooms, Offices, Theater and Theater Support Functions

Square Footage:
- University Hall: 26,616
- Villard Hall: 32,000
- Robinson Theater: 19,153

Anticipated Budget: $64.35M

Funding Source(s):
- Q Bonds: $52.65M
- G Bonds: $5.85M
- UO Match: $5.85M

Project Duration: 4 years
Friendly Hall is the third major building built on campus in 1893 and is an unreinforced masonry building; the last primary campus building with a stone foundation. The building is of primary historic significance. Friendly Hall is a core building to Humanities and Social Sciences on campus, it houses Romance Languages, German, and East Asian Languages. The building also contains six general use classrooms.

**Objectives**
- Given the unreinforced stone foundation status, upgrade the building’s foundation and structural systems to comply with current building code to ensure a structurally sound building in a seismic event.
- Replace all building systems (mechanical, electrical, plumbing, fire protection, computer network, access controls, and security). These new systems will meet energy performance requirements of the Oregon Model for Sustainable Development and LEED Gold certification.
- Provide corrective life/safety and accessibility measures to the building.
- Improve building exterior envelope conditions, including historic preservation treatments as well as energy efficiency improvements.
- Provide corrective improvements to building utility systems (storm water, sanitary sewer, domestic water, fire protection water, and natural gas), and capitalize on the connection to the Central Power Station.
- Expand current uses to accommodate other language and functions associated with Humanities and Social Sciences.
- Revitalize building spaces to meet current campus standards and improve the student experience. Improvements to the building interior environment will include finishes, lighting, and quality of space.
- Provide corrective life/safety and accessibility measures to the building.
- Improve building exterior envelope conditions, including historic preservation treatments as well as energy efficiency improvements.
- Provide corrective improvements to building utility systems (storm water, sanitary sewer, domestic water, fire protection water, and natural gas), and capitalize on the connection to the Central Power Station.

**Project Status**
Preparation for submission to HECC for 2023-2025 biennium funding.
The original portion of Condon Hall was built in 1925 and is an unreinforced masonry building. In 1966 a major addition was added to the south. This building is a concrete structure with a brick clad exterior. It currently houses the Geography and Anthropology departments. It also contains eight classrooms.

Objectives
- Replace all building systems (mechanical, electrical, plumbing, fire protection, computer network, access controls, and security). These new systems will meet energy performance requirements of the Oregon Model for Sustainable Development and LEED Gold certification.
- Improve building exterior envelope conditions, including historic preservation treatments as well as energy efficiency improvements.
- Provide corrective life/safety and accessibility measures to the building.
- Upgrade the building structural systems to comply with current building code to ensure a structurally sound building in a seismic event.
- Provide corrective improvements to building utility systems (storm water, sanitary sewer, domestic water, fire protection water, and natural gas), and capitalize on the connection to the Central Power Station.
- Revitalize building spaces to meet current campus standards and improve the student experience. Improvements to the building interior environment will include finishes, lighting, and quality of space to meet campus standards.
- Improve universal access specifically at Johnson Lane and Kincaid St.

Project Status
Preparing for submission to HECC for 2023-2025 biennium funding.
Knight Campus Phase 3 provides for an expansion of academic endeavors associated with the mission of the Knight Campus initiative. Located on the northern edge of the campus seven-minute walking circle, this site provides the best opportunity to integrate undergraduate and graduate education into the programs being developed within the Knight Campus.

Objectives
- Enhance the mission of the Knight Campus through the development of undergraduate and graduate academic programs.

Design and Construction Scope
- Complete the development of the Franklin Blvd site, with a third phase planned on Riverfront Research Parkway.
- Improve access across Franklin Blvd at Onyx Street.

Project Status
Project is in pre-planning

Project Type: New Construction
Space Type:
Academic classroom space, scientific and engineering teaching labs.

Net Square Footage: Approx. 50,000-55,000

Anticipated Budget: TBD
Funding Source(s): Gift Funds
Expected Project Duration: 3-4 years
This project will provide necessary classroom seats (approximately 750 new seats) and faculty offices to address capacity challenges as the university increases student enrollment in the coming years.

**Objectives**
- Add classroom seats to facilitate more robust scheduling options for students.
- Incorporate faculty offices to better house existing faculty throughout campus and accommodate new faculty growth as enrollment grows.

**Design and Construction Scope**
This project is to design and construct a 60,000 SF classroom building that supports the teaching initiatives of the university.

**Project Status**
At end of schematic design phase and on hold.

### PROJECT STATS

- **Project Type:** New Building
- **Space Type:** Classroom and Office
- **Square Footage:** Approx. 60,000
- **Anticipated Budget:** $56.7M
- **Funding Source(s):** Revenue Bonds, Gifts
- **Project Duration:** 3-5 years
Hendricks Hall was built in 1918 and serves the College of Arts and Sciences and the College of Design. Hendricks is an unreinforced masonry building which frames the Women’s Memorial Quad.

**Objectives**
- Replace building systems that are at the end of their useful life.
- Bring building up to current seismic standards.
- Bring building into ADA compliance.
- Reduce energy and maintenance costs.
- Improve functional efficiency for occupying departments.

**Design and Construction Scope**
This project will replace the building infrastructure including HVAC, plumbing, and electrical systems. This project will also provide improvements to the building envelope to increase building performance, increase energy efficiency, and improve thermal comfort.

**Project Status**
Project is in pre-planning and waiting on funding.

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**Project Type:** Building Renovation and Systems Replacement  
**Space Type:**  
Existing: Offices  
**Square Footage:** 28,568  
**Anticipated Budget:** TBD  
**Funding Source(s):** TBD  
**Expected Project Duration:** 3-4 years
Klamath Hall was built in 1967 and is a poured concrete building in the Brutalist architecture style. This building is core to the science complex and is also attached to Onyx Bridge, Willamette Hall, Streisinger Hall, the Lewis Integrative Science Building, and the Price Science Commons and Research Library at the basement level.

**Objectives**
- Replace building systems that are at the end of their useful life and put research at risk due to leaks and loss of power.
- Create safe laboratories that meet current safety standards and building codes.
- Remove office functions and maximize square footage of research laboratories to help support faculty recruitment and retention.
- Replace building systems to provide capacity in the facility for research to grow. Current systems have no additional capacity.
- Reduce energy and maintenance costs.

**Design and Construction Scope**
This project will replace the 1960s building infrastructure including HVAC, plumbing, and electrical systems. This project will also provide a new exterior building envelope to increase building performance, increase energy efficiency, and improve thermal comfort. As the current configuration relies on a neighboring building for vertical transportation, a new elevator supporting Klamath will be included. This project will complement the 3rd Floor renovation project that was completed in 2020.

**Project Status**
Building assessment was completed in 2017 and is waiting on funding.

**Project Type:** Building Renovation and Systems Replacement

**Space Type:**
Existing: Laboratory, Instruction and Office
New: Laboratory and Instruction

**Square Footage:** 80,000

**Anticipated Budget:**
Phase 1: $50M
Future Phases: $47.4M

**Funding Source(s):** Q-Bonds

**Expected Project Duration:** 4-5 years
Knight Library, originally constructed in 1937 has had a number of major renovations and additions, the last occurring in 1994. Through the decades of change, the function of the building has continually transformed. With the influx of technological resources available to students, faculty and staff the building is in need of another transformation to build more collaborative learning environments that support current and future educational trends. This renovation also involves a need to develop off-site storage for the volumes of books and reference materials that are still used today, just not at the frequency that they have historically. An off-site storage facility that maintains access to this material will free up much needed space within the current building, located in the core of campus, for the development of commons learning spaces that will support the future trends of higher education learning environments.

Objectives

- Free up and renovate precious space within the core of campus to support future learning spaces.
- Relocate book stacks to an off-site storage facility in order to maintain availability.

Design and Construction Scope

This project may construct a new off-site storage facility with appropriate environmental controls for the storage of the materials being relocated (leasing space is also an option). Renovations to the existing library will be made to develop commons learning spaces that provide environments that are appropriate for current collaborative and interactive learning techniques.

Project Status

Project in pre-planning and waiting on funding.

Project Type: New Storage Structure and Existing Building Renovation

Space Type: Library and Materials Storage

Square Footage: TBD

Anticipated Budget: TBD

Funding Source(s): TBD

Expected Project Duration: 4-5 years
Dynamic and attractive communities are needed now to help drive and support student recruitment and retention in a very competitive environment. Walton Hall and Hamilton Hall are in need of mechanical, electrical, plumbing, roofing, and other major systems replacement, as well as significant architectural improvements which require their demolition to build new, contemporary facilities.

**Objectives**
- Drive and support enrollment growth.
- Grow from 1,400 to 1,800 beds, including 400 upper-division student focused beds.
- Enhance Academic Residential Community offerings.
- Provide a variety of room types.
- Explore adding retail space to the ground floor.
- Add Prospective Student Recruitment and Visitors Center.
- New and enhanced dining options.

**Design and Construction Scope**
Design and construct new facilities in three phases between 2019 and 2024.
- Phase I: Building A (Unthank Hall)
- Phase II: Buildings B & C
- Phase III: Hamilton demolition and open space restoration.

**Phase II Scope**
Design and construct two residential facilities to replace Walton Hall - building B, 700-beds, building C, 400-beds. Facilities will include Academic Residential Communities and associated learning spaces, and a Faculty in Residence Apartment.

**Project Status**
In construction

**Project Type:** Building(s) Replacement  
**Space Type:** Housing, Dining, Academic Residential Community Space, Prospective Student Recruitment and Visitors Center.  
**Square Footage:** Phase II 302,000 GSF.  
**Approved Budget:** 121.3M  
**Funding Source(s):** Revenue Bonds/Internal Bank; University Housing Carry Forward  
**Target Completion Date:** Phase II: Summer 2023
Dynamic and attractive communities are needed now to help drive and support student recruitment and retention in a very competitive environment. Walton Hall and Hamilton Hall are in need of mechanical, electrical, plumbing, roofing, and other major systems replacement, as well as significant architectural improvements which require their demolition to build new, contemporary facilities.

Objectives
- Drive and support enrollment growth.
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- Enhance Academic Residential Community offerings.
- Provide a variety of room types.
- Explore adding retail space to the ground floor.
- Add Prospective Student Recruitment and Visitors Center.
- New and enhanced dining options.

Design and Construction Scope
Design and construct new facilities in three phases between 2019 and 2024.
- Phase I: Building A (Unthank Hall)
- Phase II: Buildings B & C
- Phase III: Hamilton demolition and open space restoration.

Phase III Construction Scope
Complete the design and construct an open space replacement for the displaced Humpy Lumpy open space. Demolition of the existing Hamilton Hall will begin in the summer of 2023, with site restoration and buildout of the new open space to follow.

Project Status
Phase III is currently at the end of the design process. Construction of Phase III will begin in the summer of 2023 with the demolition of Hamilton Hall, and will finish in the fall of 2024.

Project Type: Open Space Improvements
Space Type: Housing, Dining, Academic Residential Community Space, Prospective Student Recruitment and Visitors Center
Square Footage: Phase III 154,595 GSF
Approved Budget: $9.9M
Funding Source(s): Revenue Bonds/Internal Bank; University Housing Carry Forward; Funding Raising/Sponsorships
Target Completion Date: Phase III: Fall 2024
The University of Oregon’s on-campus housing space options are limited to traditional residence halls, graduate student apartments and primarily family apartments and houses. Dynamic and attractive housing facilities and communities for upper-division students are needed to help drive retention.

**Objectives**
- Explore the development of apartments and townhouses of a 500-bed capacity in this area for graduate students.

**Design and Construction Scope**
Design and construct up to a 500-bed residential complex.

**Project Status**
Pre-planning

**Project Type**: New Building; P3 delivery  
**Space Type**: Housing  
**Square Footage**: TBD  
**Anticipated Budget**: TBD  
**Funding Source(s)**: TBD  
**Expected Project Duration**: 3-4 Years
Other Projects
The utility system includes a campus chilled water plant with 12 miles of supply and return piping. System cooling capacity must be increased to meet demand generated from campus growth and to maintain existing resiliency. A major component of the Phase 1 upgrade is installing a chilled water thermal storage tank to increase capacity throughout campus. The BOT recently approved the Chilled Water Thermal Storage Tank project March, 2021.

As part of the Ph1 project portfolio, there are a series of smaller projects that will improve the overall campus utility infrastructure in terms of campus chilled water and electrical distribution. These smaller projects will be conducted between years 2020 through 2025.

**Objectives** (Chilled Water Storage Tank)
- Increase chilled water production capacity and flexibility.
- Maintain continuity of campus business operations requiring campus chilled water.
- Update the Chilled Water Plant controls to improve system efficiency and reduce costs.
- Increase free cooling capacity.
- Increase the capacity and efficiency of the campus chilled water distribution system to support increased cooling demand and campus growth.

**Design and Construction Scope**
- Design and construct a thermal energy storage tank (TES)
- Update Chilled Water Plant controls and production efficiency
- Install additional cooling towers and heat exchanger capacity

**Project Status:**
**Thermal Storage Project**
Completing Design

**Other Small Projects Identified in Ph1**
**Electrical Upgrades and Improvements**
- **Huestis** area electrical distribution switches and cables.
  **Budget:** up to $3M
  **Timeline:** 2021/22
- **Onyx** area electrical distribution switches and cables
  **Budget:** up to $3M
  **Timeline:** 2021-23
- **Knight Library** area electrical distribution switches and cables
  **Budget:** up to $2M
  **Timeline:** 2021/22
- **Campus Electrical System Safety Improvements**
  **Budget:** up to $2.5M
  **Timeline:** 2020-22

**Chilled Water Distribution Improvements**
- Upgrade chilled water piping on campus to improve flow and align with chilled water plant improvements
  **Budget:** up to $3.5M
  **Timeline:** 2022-25

**Project Type:** Utility Infrastructure

**Space Type:** N/A

**Square Footage:** N/A

**Approved Budget:**
Thermal Storage: $8.5M

**Funding Source(s):**
Thermal Storage:
- $2.5M System Development Funds
- $6M Utility Plan Reserve Funds

**Expected Project Duration:**
Thermal Storage: 18 months
UO Athletics is planning a new practice facility along Leo Harris Parkway. The project, slated for completion in 2024, will be funded entirely by private philanthropy and managed through the UO Foundation.

The project calls for a 170,000 square-foot new indoor practice facility. This new practice complex would benefit UO student athletes across multiple sports with increased access to indoor training facilities while providing one of the finest indoor football practice facilities in the country.

Objectives

- Provide much needed increased access to indoor facilities for UO student athletes across sports; currently availability of indoor facilities for Olympic sports is very limited
- Enable UO athletics to remain nationally competitive in recruiting and training with indoor facilities serving multiple sports
- Enhance safety, with additional width at sidelines and end lines
- Improve usability with areas for breakout sessions and increased clearance heights
- Provide energy efficient heating and cooling
- Help mitigate wildfire smoke so training can continue in multiple sports during poor air quality

Project Status
The project is in design

Project Type: New Construction
Space Type: Athletics training
Square Footage: 170,000
Anticipated Budget: TBD
Funding Source(s): Gift Funds
Expected Project Duration: 3 Years
The Romania site is located on the eastern edge of the university campus on the south side of Oregon Highway 126/Franklin Boulevard. The tract is approximately 4 acres which includes a 46,000 SF building. The use prior to university acquisition was as a car dealership and warehouse. The 1960 showroom, with its unique and concave roofline, is listed in the National Register of Historic Places.

**Objectives**
- Enter into a public-private partnership with a developer to design, finance, build, and operate a modern, revenue-producing enterprise on the site.
- Upgrade the use of the real estate to provide revenue to the University from a long-term ground lease.

**Design and Construction Scope**
A University-selected developer will design, finance, build, and operate a modern, revenue-producing enterprise on the site. The University will retain an appropriate level of control of each phase to protect and preserve campus culture and university needs. The university will also retain long-term ownership rights to the property.

**Project Status**
Project\^ was the selected developer. Negotiations of the terms of the public-private partnership have been concluded. A Nonbinding Ground Lease Term Sheet was executed in June 2020.

**Project Type:** Public-Private Partnership

**Space Type:** Mixed-use development with office, retail, hotel and residential uses. Adequate parking to support all uses is included.

**Square Footage:** 180,338 (4.14 acre)

**Anticipated Budget:** TBD

**Funding Source(s):** TBD

**Expected Project Duration:** 3+/- Years
The University utility system consists of electrical, steam, and chilled water components of various ages and life expectancies, which use an underground tunnel system to distribute campus utilities.

Current chilled water production is by electric based chillers, which supply chilled water for space and process cooling. Campus uses natural gas fired boilers to produce steam, which is distributed to campus buildings and is used for heating, hot water and process needs.

As the utility infrastructure and equipment continues to age, investments will be needed to maintain operability of current systems in support of the business operations and resiliency of the campus.

A long term strategy is needed to continue utilizing existing forms of energy production and distribution or as an alternative, move to non-fossil fuel based production systems. The University is currently conducting a Thermal Systems Transition Study, which is required as part of the Climate Action Plan (CAP).

This Study will develop options for the use of non-fossil fuels on campus. System types, campus impacts, resiliency, timeline and cost will all be considered as part of the Study.

**Objectives**

- Establish redundant electrical supply feeders to campus buildings.
- Repair or replace the east utility tunnel running under Franklin Blvd.
- Replace tunnel sections that do not have sufficient space to accommodate additional piping or electrical cables.
- Steam piping phased replacement.
- Evaluate transitioning from steam to a water based distribution system, utilizing heat recovery chillers and electric hot water boilers.

**Project Status**

Dependent upon the completion of Phase 1

<table>
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<tr>
<th>PROJECT DESCRIPTION</th>
<th>POTENTIAL PROJECT</th>
<th>PROJECT STATS</th>
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Project Type: Utility

Space Type: N/A

Square Footage: N/A

Anticipated Budget: TBD

Funding Source(s): TBD

Project Duration: TBD