

Developing a Ten-Year Capital Planning Outlook

In FY 2018, campus leaders engaged in robust discussions regarding the development of a ten-year capital plan that will advance the most significant strategic and facility renewal needs.

The guiding principles that informed the prioritization of projects for inclusion in the 10-year capital plans include

- Investing in renewal and adaptation of existing space to meet programmatic needs while addressing the maintenance backlog;
- Repurposing existing space and limiting net new space to predominantly revenue-generating or fully-funded institutional priorities;
- Maintaining stewardship of the historic campus;
- Developing reasonable funding strategies that align with scope; and
- Utilizing beneficial third-party partnerships, particularly with revenue-generating opportunities.

The ten-year capital plan captures projects with total project costs above \$10 million. Most project costs are preliminary estimates in current dollars that will be refined as projects proceed through planning to shape final budget estimates and scope intentions. Proposed funding plans were established for each project. These funding plans, particularly the feasibility of philanthropic support, will be further evaluated as individual projects move closer to their beginning. Individual project budgets will be scaled to fit available funding.

The estimated cost of the ten-year capital plan for all campuses is \$3.4 billion. This includes \$2.0 billion for the Ithaca Campus, \$495 million for Cornell Tech, and \$900 million for Weill Cornell Medicine.

Major projects in the 10-year capital plan include:

Ithaca Campus

Academic Buildings: McGraw, Sibley, Martha Van

Rensselaer, Bradfield, Plant Science, Schurman, Rice, Veterinary Research Tower, Savage and Kinzelberg, Geneva Research Laboratory, plus Engineering master plan investments and targeted renovations to support program growth in Biomedical Engineering and Computing and Information Science.

Housing: North Campus Residential Expansion, Balch

renewal, and one additional residential renewal (to be determined).

Student Life: Barnes Hall renovation, Willard Straight Hall renewal.

Cornell Tech

Verizon Executive Education Center, Hotel (3rd-party Developer) and phase II development of the Roosevelt Island campus.

Weill Cornell Medicine

Housing and clinical center and replacement of Olin Hall.

The \$3.4 billion investment will be funded with \$1.3 billion in debt, \$1.1 billion in gifts, \$644 million in unit and central funds, and \$388 million in state funds.

Of the projected \$1.3 billion in debt, \$680 million is planned for use on the Ithaca Campus, \$250 million on the Cornell Tech campus, and \$360 million for Weill Cornell Medicine. \$450 million of the \$680 million planned for Ithaca has already been authorized, as follows: North Campus Residential Expansion (\$300 million), Balch Renewal (\$60 million), McGraw Renewal (\$45 million), Preventive Maintenance Strategic Renewal (\$30 million), Biomedical Engineering Growth (\$9 million), and Computing and Information Science Growth (\$6 million).

Of the projected \$1.1 billion in gift funds, \$341 million is planned for use on the Ithaca Campus, \$245 million on the Cornell Tech campus, and \$540 million for Weill Cornell Medicine.

The 10-year capital plan will be updated annually.

FY 2019 Capital Budget and Associated Five-Year Spending

The university's capital budget, provided in Table 7, identifies capital activity that will begin in FY 2019 as well as the activity for those projects currently underway that will continue into FY 2019. The one-year FY 2019 capital budget for all campuses is \$311 million. An additional \$475.2 million in spending associated with these projects is expected during FY 2020 – FY 2023.

Further details are provided in Appendix I, including each project's spending plan, sources of funding, and impact on the maintenance backlog. Table 8 identifies the fund sources and timing of use for each campus.

Capital Budget Highlights

The capital budget represents capital activity for all campuses for projects greater than \$250 thousand each.

Ithaca Campus

Capital activity for the Ithaca Campus includes building renewals, planned maintenance projects, programmatically-driven space renewals that improve fit-to-function, and centrally-funded administrative system investments.

The most significant project in the FY 2019 capital budget for the Ithaca Campus is the North Campus Residential Expansion, a major project to build undergraduate housing and associated amenities with an estimated total budget of \$250 million funded with debt. Other large projects under construction in FY 2019 include the Martha Van Rensselaer Hall Phase III and the Fine Arts Library/Rand Hall building renewals.

The Ithaca Campus capital budget also includes funding for planning studies and other early-phase development work for several major projects, including anticipated full renewal of McGraw Hall, Balch Hall and the Plant Science Building. Later phases of these projects will be added to the one-year capital budget as the scopes and budgets are confirmed.

In order of value, the total capital funding sources for projects on the Ithaca Campus are debt, unit and central funds, State University Construction Fund (SUCF) appropriations, gifts, and sponsored/government program funds.

The total estimated spending for projects in the Ithaca Campus FY 2019 capital budget is anticipated to be \$670.2

million, of which \$79.3 million (12 percent) has been spent to date, \$235.4 million is anticipated spending for FY 2019, and \$355.5 million is anticipated spending between FY 2020 – FY 2023.

The North Campus Residential Expansion is the only major project expanding space on campus. The large majority of projects in the capital budget represent significant and intentional investments in existing space. Such investments occur through planned maintenance projects that renew facilities and infrastructure as well as through unit-driven programmatic renovations that concurrently reduce maintenance backlogs.

The Ithaca Campus projects included in the FY 2019 Capital Budget will address a planned maintenance backlog of approximately \$139.7 million. Future capital plan strategy and projects will be prioritized in order to achieve continued reductions in Ithaca Campus planned maintenance backlog.

Cornell Tech

Activity on the new campus in FY 2019 includes construction of the Verizon Executive Education Center. Planning for the second phase of development of the Cornell Tech campus will begin in FY 2019. The total project budget for the development of Cornell-owned facilities in phase I of the Cornell Tech campus is \$502.4 million, of which \$467.8 million (93 percent) has been spent to date. \$45 million is budgeted for phase II planning and design, with \$2 million in expenditures budgeted for FY 2019.

Gifts and sponsored/government program funds are the major sources of funding for the development of the Cornell Tech campus.

Weill Cornell Medicine

Capital activity for Weill Cornell Medicine includes:

- Two projects that address programmatic growth through expansion. The Brooklyn Imaging Center with a \$25 million budget is entirely funded through a third-party organization associated with clinical operations. Additional clinical expansion at an expected cost of \$15 million will be funded by the college.
- Two projects with budgets greater than \$10 million will renew existing facilities – the Lasdon House conversion for dry labs and the East 61st Street Imaging Center. Both projects are entirely funded through third-party organizations associated with clinical operations.

- Planned maintenance supported by college funding; and
- Other upgrades and renewal projects related to programmatic needs, including clinical space renewal, research laboratory improvements, and the creation of the Feil Family Student Center will be funded by gifts and the college.

The total estimated spending for Weill Cornell Medicine projects in the FY 2019 capital budget is anticipated to be

\$155.9 million, of which \$40.2 million (26 percent) has been spent to date, \$44.2 million (28 percent) is anticipated spending for FY 2019, and \$71.5 million (46 percent) is anticipated spending between FY 2020 – FY 2023. Third-party organizations affiliated with clinical operations are the most significant source for Weill Cornell Medicine capital projects, followed by unit funds and gifts.

**Figure 5: FY 2019 Capital Budget with 5-Year Spending
By Project Type, All Campuses
(\$786.2 million estimated total planned expenditures)**

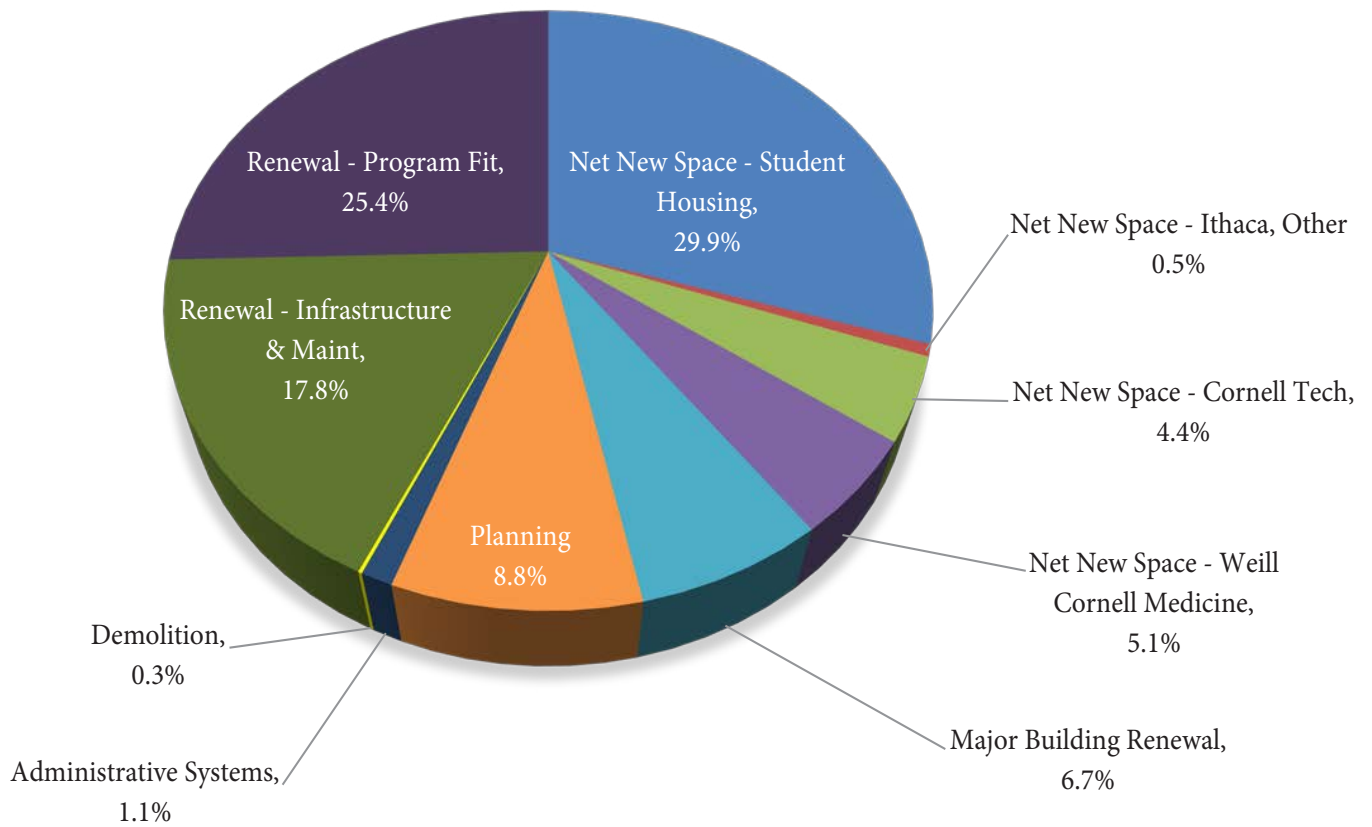


Table 7: Capital Activity Summary
(dollars in thousands)

	Estimated Total Budget	Anticipated FY2019
<i>Ithaca Campus</i>		
<i>Planning</i>		
1. Balch Hall Planning and Design	\$8,400	\$2,000
2. Plant Science Building Laboratory Renewal Design	7,500	3,500
3. Comstock Hall Planning and Design	4,240	272
4. Earth Source Heat Test Well Preparatory Phase	4,000	2,000
5. McGraw Hall Planning and Design	1,790	1,250
6. Covered Field Structure Planning and Design	1,000	1,000
7. Hollister Renovation and Addition Space Study	1,000	1,000
8. East Hill Village Feasibility Study	452	31
9. Olin and Uris Libraries Renovation Pre-Schematic Design	450	450
10. Planning Total	\$28,832	\$11,503
<i>Net New Space - Program</i>		
11. North Campus Residential Expansion	\$250,000	\$45,500
12. Friedman Wrestling Expansion	5,000	500
13. Net New Space Total	\$255,000	\$46,000
<i>Building Renewal</i>		
14. Martha Van Rensselaer 1933 Rehab Phase III Construction	\$51,500	\$19,948
15. Fine Arts Library/Rand Hall First Floor Mechanical Systems Upgrade	21,561	12,097
16. Building Renewal Total	\$73,061	\$32,045
<i>Renewal - Programmatic Fit</i>		
17. CALS Plant Science Innovation and Business Development Ctr.	\$26,500	\$2,500
18. Geneva Pilot Plant Renewal	13,400	5,910
19. CIS Space Needs in Gates and Rhodes Halls	8,700	8,700
20. Olin Hall Renovation Phase I	8,200	6,900
21. Cornell Engineering Academic Program Renovations	6,500	5,850
22. Cornell Engineering Renovations for New Faculty Hires	6,200	5,580
23. Career Services	6,000	1,200
24. Schurman Hall Phase I Renovations	5,500	3,427
25. Ithaca Greenhouse Modernization Phase I	5,000	500
26. The Hotel School – Second Floor Program Renovation	4,400	400
27. CCC Improvements for Academic Support Units	4,200	3,350
28. NY Food Venture Center Farm-Based Beverage Distance Learning	3,700	3,100
29. CALS Renovations for New Faculty Hires	3,700	3,700
30. Phi Gamma Delta Oaks 21 Building Renovations and Enhancements	3,640	1,718
31. CALS Academic Program Renovations	3,600	3,600
32. Psi Upsilon Interior Renovation	3,500	1,960
33. Johnson - Sage Hall Space Reconfiguration	3,200	750
34. Rhodes Hall Floor 1 Renovations for Engineering Swing Space	2,800	2,120

Table 7: Capital Activity Summary (cont.)

(dollars in thousands)

	Estimated Total Budget	Anticipated FY2019
35. CVM Equine Facilities Consolidation	2,500	1,550
36. Dimock Env Control Lab Renovation for the Nematode Program	2,200	620
37. A&S Academic Program Renovations	2,000	2,000
38. Delta Upsilon Program Space Renovations	2,000	456
39. Uris Library Addition Study Area Renovation	2,000	1,775
40. Equine Park Main Barn Replacement	2,000	50
41. Multiple Projects Each Valued Under \$2 million	20,886	16,465
42. Renewal - Programmatic Fit Total	\$152,326	\$84,181
 <i>Renewal - Infrastructure & Maintenance</i>		
43. Bradfield Hall Systems Upgrades/Renovation	\$14,280	\$1,000
44. Teagle Strategic Renewal	12,000	1,000
45. Campus Wide Energy Conservation	9,157	1,426
46. West Campus Gothics Exterior Masonry	8,550	1,000
47. Uris Library and McGraw Clock Tower Strategic Renewal	8,000	1,000
48. Planned Maintenance Portfolio	6,700	6,700
49. Classroom Renewal	6,000	500
50. Contract Colleges Minor Critical Maintenance	6,000	6,000
51. Pavement Planned Maintenance	5,500	1,100
52. Geneva Campus Electrical Upgrades	4,750	3,000
53. Schoellkopf Crescent Masonry Repairs	4,500	1,000
54. Campus LED Lighting Replacement	4,278	264
55. Utility Distribution Portfolio	4,035	3,410
56. Kennedy to Clark Steam Line Replacement	4,000	350
57. Geneva Water Distribution Rehabilitation	3,750	100
58. East Avenue Rebuild	3,100	2,475
59. Bard Hall Certificate of Occupancy Enabling Work	3,000	2,694
60. Kappa Sigma MEP and Structural Upgrades	2,750	1,000
61. Statler Hotel Porte Cochere Renovation and Front Entrance	2,536	200
62. Morrill Hall Roof Replacement	2,500	2,248
63. Statler Hotel 2nd Floor Hood Replacement & Ballroom Renovation	2,350	2,345
64. North Campus Water Main Replacement Project	2,227	817
65. CIT Node Router Replacement	2,100	650
66. Dwyer Dam Bridge Reconstruction	2,000	1,000
67. Olin Library Terrace Rehabilitation	2,000	1,000
68. Sage Hall Roof and Dormers Repairs	2,000	850
69. Multiple Projects Each Valued Under \$2 million	18,492	12,562
70. Renewal - Infrastructure & Maintenance Total	\$146,555	\$55,691

Table 7: Capital Activity Summary (cont.)

(dollars in thousands)

	Estimated Total Budget	Anticipated FY2019
<i>Administrative Systems</i>		
71. Research Administration System	\$11,025	\$2,597
72. CIT Information Systems Portfolio	2,270	2,270
73. Administrative Systems Total	\$13,295	\$4,867
<i>Demolition</i>		
74. Contract College Facility Demolition	\$1,100	\$1,100
75. Demolition Total	\$1,100	\$1,100
76. Ithaca Campus Total	\$670,169	\$235,387
<i>Cornell Tech</i>		
77. Campus Phase II Planning and Design	\$45,000	\$2,000
78. Cornell Tech Roosevelt Island Campus	502,424	29,398
79. Cornell Tech Total	\$547,424	\$31,398
<i>Weill Cornell Medicine</i>		
<i>Renewal - Programmatic Fit</i>		
80. Weill Cornell Imaging at NewYork-Presbyterian Brooklyn	\$25,000	\$1,000
81. Clinical Expansion	15,000	3,000
82. Net New Space - Program Total	\$40,000	\$4,000
<i>Renewal - Infrastructure & Maintenance</i>		
83. Lasdon House Conversion for Dry Labs (3 Floors)	\$45,000	\$17,681
84. East 61st Street Weill Cornell Imaging at NewYork-Presbyterian	25,000	6,000
85. Various Research Lab Upgrades	10,000	2,500
86. Feil Family Student Center (Floors 1 & 2) at Lasdon	9,500	7,500
87. 12 West 72nd Street Upgrades	5,400	3,000
88. Capital Renewal and Deferred Maintenance	21,000	3,500
89. Renewal - Infrastructure & Maintenance Total	\$115,900	\$40,181
90. Weill Cornell Medicine Total	\$155,900	\$44,181
91. Estimated Total Budget	\$1,373,493	\$310,966

Table 8: Sources & Uses of Capital Expenditures by Campus

(dollars in thousands)

	Spend to Date	FY2019	FY2020	FY2021	FY2022	FY2023	Estimated Total Budget
Ithaca Campus - Sources							
1. Gifts in Hand	12,506	1,784	-	-	-	-	14,290
2. Gifts Pledged	1,074	1,074	-	-	-	-	2,148
3. Gifts to be Raised	-	19,612	2,356	2,325	7,094	-	31,387
4. Gift Funds ^α	13,580	22,470	2,356	2,325	7,094	-	47,825
5. Unit & Central Resources ^{β, Γ}	27,481	96,835	26,683	41,325	6,142	2,842	201,308
6. State University Construction Fund ^Δ	10,714	55,082	47,184	-	-	-	112,980
7. Government Programs & Other ^ε	12,557	13,000	5,000	1,500	-	-	32,057
8. Debt Financing ^π	15,000	48,000	80,500	59,000	63,000	10,500	276,000
9. Estimated Total Budget - Ithaca Campus	79,332	235,387	161,723	104,150	76,236	13,342	670,170
Ithaca Campus - Uses							
1. Planning and Design	4,990	11,503	6,200	6,046	94	-	28,833
2. Net New Space - Program	15,000	46,000	59,500	60,500	63,500	10,500	255,000
3. Building Renewal	20,268	32,045	20,748	-	-	-	73,061
4. Renewal - Programmatic Fit	17,510	84,181	34,797	11,839	4,000	-	152,327
5. Renewal - Infrastructure & Maintenance	17,226	55,691	37,981	24,172	8,642	2,842	146,554
6. Administrative Systems	4,338	4,867	2,497	1,593	-	-	13,295
7. Demolition	-	1,100	-	-	-	-	1,100
8. Total Budgeted Capital Expenditures - Ithaca Campus	79,332	235,387	161,723	104,150	76,236	13,342	670,170
Cornell Tech - Sources							
1. Gifts in Hand	275,193	14,227	-	-	-	-	289,420
2. Gifts Pledged	73,602	15,171	5,250	-	-	-	94,023
3. Gifts to Be Raised	3,875	2,000	28,000	11,000	2,500	1,500	48,875
4. Gift Funds	352,670	31,398	33,250	11,000	2,500	1,500	432,318
5. Unit & Central Resources	8,925	-	-	-	-	-	8,925
6. Government Programs & Other	100,829	-	-	-	-	-	100,829
7. Third-Party Developer ^η	5,352	-	-	-	-	-	5,352
8. Estimated Total Budget - Cornell Tech	467,776	31,398	33,250	11,000	2,500	1,500	547,424
Cornell Tech - Uses							
1. Planning and Design	-	2,000	28,000	11,000	2,500	1,500	45,000
2. Net New Space - Program	467,776	29,398	5,250	-	-	-	502,424
3. Total Budgeted Capital Expenditures - Cornell Tech	467,776	31,398	33,250	11,000	2,500	1,500	547,424
Weill Cornell Medicine - Sources							
1. Gifts Pledged	-	4,700	-	-	-	-	4,700
2. Gifts to Be Raised	-	2,800	2,000	-	-	-	4,800
3. Gift Funds	-	7,500	2,000	-	-	-	9,500
4. Unit Funds & Central Resources	12,900	11,735	9,000	9,000	5,500	3,000	51,135
5. Government Programs & Other	27,319	24,681	24,000	19,000	-	-	95,000
6. Third-Party Developer	-	265	-	-	-	-	265
7. Estimated Total Budget - Weill Cornell Medicine	40,219	44,181	35,000	28,000	5,500	3,000	155,900
Weill Cornell Medicine - Uses							
1. Net New Space - Program	-	4,000	13,000	17,000	3,000	3,000	40,000
2. Renewal - Programmatic Fit	29,719	36,681	18,500	7,500	2,500	-	94,900
3. Renewal - Infrastructure & Maintenance	10,500	3,500	3,500	3,500	-	-	21,000
4. Total Budgeted Capital Expenditures - Weill Cornell Medicine	40,219	44,181	35,000	28,000	5,500	3,000	155,900

Notes:
^α Restricted gifts for capital projects. Gifts in Hand are cash payments. Gifts Pledged are gift commitments with future payment. Gifts to be Raised are a projection of future, to-be-identified, gifts.
^β Resources provided by the Colleges or Administrative Units from their operations, reserves, or investment income.
^Γ Resources from the Central Ithaca campus or Weill Cornell Medicine budgets. Ithaca campus funds include assessments, allocated funds, and usage fees.
^Δ New York State funding provided to the SUNY campuses, administered by the State University Construction Fund (SUCF).
^ε Resources provided by federal, state, or local government agencies or private institutions.
^π Short-term loan funds to address a gap in the cash flow for a portion of capital activity.
^η Funding from a third party, external to any Cornell funding source, used to develop project(s).

Appendix I: Capital Activity Detail

(dollars in thousands)

	Estimated Total Budget	Unit & Central Resources	State University Construction Fund
<i>Ithaca Campus</i>			
1. Balch Hall Planning and Design	8,400	8,400	-
2. Plant Science Building Laboratory Renewal Design	7,500	750	6,750
3. Comstock Hall Planning and Design	4,240	4,240	-
4. Earth Source Heat Test Well Preparatory Phase	4,000	-	-
5. McGraw Hall Planning and Design	1,790	1,290	-
6. Covered Field Structure Planning and Design	1,000	-	-
7. Hollister Renovation and Addition Space Study	1,000	1,000	-
8. East Hill Village Feasibility Study	452	452	-
9. Olin and Uris Libraries Renovation Pre-Schematic Design	450	450	-
10. Planning Total	28,832	16,582	6,750
11. North Campus Residential Expansion	250,000	-	-
12. Friedman Wrestling Expansion	5,000	-	-
13. Net New Space - Program	255,000	-	-
14. Martha Van Rensselaer 1933 Rehab Phase III Construction	51,500	1,965	47,935
15. Fine Arts Library/Rand Hall First Floor Mechanical Systems Upgrade	21,561	13,161	-
16. Building Renewal Total	73,061	15,126	47,935
17. CALS Plant Science Innovation and Business Development Ctr.	26,500	1,500	-
18. Geneva Pilot Plant Renewal	13,400	1,340	12,060
19. CIS Space Needs in Gates and Rhodes Halls	8,700	8,700	-
20. Olin Hall Renovation Phase I	8,200	300	-
21. Cornell Engineering Academic Program Renovations	6,500	5,435	-
22. Cornell Engineering Renovations for New Faculty Hires	6,200	5,600	-
23. Career Services	6,000	-	-
24. Schurman Hall Phase I Renovations	5,500	500	5,000
25. Ithaca Greenhouse Modernization Phase I	5,000	500	4,500
26. The Hotel School – Second Floor Program Renovation	4,400	4,400	-
27. CCC Improvements for Academic Support Units	4,200	4,200	-
28. NY Food Venture Center Farm-Based Beverage Distance Learning	3,700	200	3,500
29. CALS Renovations for New Faculty Hires	3,700	3,700	-
30. Phi Gamma Delta Oaks 21 Building Renovations and Enhancements	3,640	82	-
31. CALS Academic Program Renovations	3,600	3,600	-
32. Psi Upsilon Interior Renovation	3,500	-	-
33. Johnson - Sage Hall Space Reconfiguration	3,200	3,200	-
34. Rhodes Hall Floor 1 Renovations for Engineering Swing Space	2,800	2,800	-
35. CVM Equine Facilities Consolidation	2,500	250	2,250
36. Dimock Env Control Lab Renovation for the Nematode Program	2,200	140	600
37. A&S Academic Program Renovations	2,000	2,000	-
38. Delta Upsilon Program Space Renovations	2,000	-	-
39. Uris Library Addition Study Area Renovation	2,000	2,000	-
40. Equine Park Main Barn Replacement	2,000	200	1,800
41. Multiple Projects Each Valued Under \$2 million	20,886	18,475	-
42. Renewal - Programmatic Fit Total	152,326	69,122	29,710
43. Bradfield Hall Systems Upgrades/Renovation	14,280	1,680	12,600
44. Teagle Strategic Renewal	12,000	-	-
45. Campus Wide Energy Conservation	9,157	9,157	-
46. West Campus Gothics Exterior Masonry	8,550	8,550	-
47. Uris Library and McGraw Clock Tower Strategic Renewal	8,000	-	-

Appendix I: Capital Activity Detail cont.
(dollars in thousands)

Sources of Funding				Timing of Estimated Project Expenditures			
Grants & Other External Sources	Gift Funds	Debt	Third Party Developer	Spend to Date ^a	FY2019	FY2020-FY2023	Estimated Maintenance Backlog Addressed
-	-	-	-	-	2,000	6,400	- 1.
-	-	-	-	-	3,500	4,000	- 2.
-	-	-	-	3,028	272	940	- 3.
3,000	1,000	-	-	1,000	2,000	1,000	- 4.
-	500	-	-	540	1,250	-	- 5.
-	1,000	-	-	-	1,000	-	- 6.
-	-	-	-	-	1,000	-	- 7.
-	-	-	-	421	31	-	- 8.
-	-	-	-	-	450	-	- 9.
3,000	2,500	-	-	4,989	11,503	12,340	- 10.
-	-	250,000	-	15,000	45,500	189,500	150 11.
-	5,000	-	-	-	500	4,500	- 12.
-	5,000	250,000	-	15,000	46,000	194,000	150 13.
-	1,600	-	-	11,604	19,948	19,948	31,411 14.
-	8,400	-	-	8,664	12,097	800	6,900 15.
-	10,000	-	-	20,268	32,045	20,748	38,311 16.
25,000	-	-	-	-	2,500	24,000	10,800 17.
-	-	-	-	7,490	5,910	-	5,600 18.
-	-	-	-	-	8,700	-	- 19.
-	7,900	-	-	300	6,900	1,000	1,792 20.
-	1,065	-	-	-	5,850	650	630 21.
-	600	-	-	-	5,580	620	520 22.
-	6,000	-	-	-	1,200	4,800	- 23.
-	-	-	-	200	3,427	1,873	- 24.
-	-	-	-	-	500	4,500	850 25.
-	-	-	-	-	400	4,000	4,258 26.
-	-	-	-	850	3,350	-	- 27.
-	-	-	-	600	3,100	-	177 28.
-	-	-	-	-	3,700	-	- 29.
-	3,558	-	-	1,922	1,718	-	1,700 30.
-	-	-	-	-	3,600	-	- 31.
-	3,500	-	-	1,540	1,960	-	1,700 32.
-	-	-	-	250	750	2,200	64 33.
-	-	-	-	450	2,120	230	300 34.
-	-	-	-	100	1,550	850	1,000 35.
1,460	-	-	-	500	620	1,080	900 36.
-	-	-	-	-	2,000	-	- 37.
-	2,000	-	-	742	456	802	500 38.
-	-	-	-	225	1,775	-	150 39.
-	-	-	-	-	50	1,950	380 40.
1,261	1,150	-	-	2,341	16,465	2,080	1,550 41.
27,721	25,773	-	-	17,510	84,181	50,635	32,871 42.
-	-	-	-	800	1,000	12,480	12,500 43.
-	-	12,000	-	-	1,000	11,000	7,000 44.
-	-	-	-	878	1,426	6,853	3,234 45.
-	-	-	-	1,450	1,000	6,100	8,550 46.
-	-	8,000	-	-	1,000	7,000	8,000 47.

Appendix I: Capital Activity Detail cont.

(dollars in thousands)

	Estimated Total Budget	Unit & Central Resources	State University Construction Fund
<i>Ithaca Campus</i>			
48. Planned Maintenance Portfolio	6,700	6,700	-
49. Classroom Renewal	6,000	-	-
50. Contract Colleges Minor Critical Maintenance	6,000	-	6,000
51. Pavement Planned Maintenance	5,500	5,500	-
52. Geneva Campus Electrical Upgrades	4,750	70	4,680
53. Schoellkopf Crescent Masonry Repairs	4,500	4,500	-
54. Campus LED Lighting Replacement	4,278	2,942	-
55. Utility Distribution Portfolio	4,035	4,035	-
56. Kennedy to Clark Steam Line Replacement	4,000	4,000	-
57. Geneva Water Distribution Rehabilitation	3,750	375	3,375
58. East Avenue Rebuild	3,100	3,100	-
59. Bard Hall Certificate of Occupancy Enabling Work	3,000	3,000	-
60. Kappa Sigma MEP and Structural Upgrades	2,750	-	-
61. Statler Hotel Porte Cochere Renovation and Front Entrance	2,536	2,536	-
62. Morrill Hall Roof Replacement	2,500	2,500	-
63. Statler Hotel 2nd Floor Hood Replacement & Ballroom Renovation	2,350	2,350	-
64. North Campus Water Main Replacement Project	2,227	2,227	-
65. CIT Node Router Replacement	2,100	2,100	-
66. Dwyer Dam Bridge Reconstruction	2,000	2,000	-
67. Olin Library Terrace Rehabilitation	2,000	2,000	-
68. Sage Hall Roof and Dormers Repairs	2,000	2,000	-
69. Multiple Projects Each Valued Under \$2 million	18,492	15,761	930
70. Renewal - Infrastructure & Maintenance Total	146,555	87,083	27,585
71. Research Administration System	11,025	11,025	-
72. CIT Information Systems Portfolio	2,270	2,270	-
73. Administrative Systems Total	13,295	13,295	-
74. Contract College Facility Demolition	1,100	100	1,000
75. Demolition Total	1,100	100	1,000
76. Ithaca Campus Total	670,169	201,308	112,980
<i>Cornell Tech</i>			
77. Campus Phase II Planning and Design	45,000	-	-
78. Cornell Tech Roosevelt Island Campus	502,424	8,925	-
79. Cornell Tech Campus Total	547,424	8,925	-
<i>Weill Cornell Medicine</i>			
80. Weill Cornell Imaging at NewYork-Presbyterian Brooklyn	25,000	-	-
81. Clinical Expansion	15,000	15,000	-
82. Net New Space - Program Total	40,000	15,000	-
83. Lasdon House Conversion for Dry Labs (3 Floors)	45,000	-	-
84. East 61st Street Weill Cornell Imaging at NewYork-Presbyterian	25,000	-	-
85. Various Research Lab Upgrades	10,000	10,000	-
86. Feil Family Student Center (Floors 1 & 2) at Lasdon	9,500	-	-
87. 12 West 72nd Street Upgrades	5,400	5,135	-
88. Capital Renewal and Deferred Maintenance	21,000	21,000	-
89. Renewal - Infrastructure & Maintenance Total	115,900	36,135	-
90. Weill Cornell Medicine Total	155,900	51,135	-
91. Estimated Total Budget - Cornell University	1,373,493	261,368	112,980

Notes:

α The Spend to Date column is the sum of Prior Year Actuals, Current Year Actuals, and Current Year Projected Spend.

Appendix I: Capital Activity Detail cont.
(dollars in thousands)

Sources of Funding				Timing of Estimated Project Expenditures			
Grants & Other External Sources	Gift Funds	Debt	Third Party Developer	Spend to Date ^a	FY2019	FY2020-FY2023	Estimated Maintenance Backlog Addressed
-	-	-	-	-	6,700	-	- 48.
-	-	6,000	-	-	500	5,500	- 49.
-	-	-	-	-	6,000	-	- 50.
-	-	-	-	-	1,100	4,400	- 51.
-	-	-	-	750	3,000	1,000	3,400 52.
-	-	-	-	500	1,000	3,000	4,500 53.
1,336	-	-	-	4,014	264	-	- 54.
-	-	-	-	-	3,410	625	3,435 55.
-	-	-	-	-	350	3,650	4,000 56.
-	-	-	-	-	100	3,650	- 57.
-	-	-	-	625	2,475	-	3,100 58.
-	-	-	-	306	2,694	-	250 59.
-	2,750	-	-	1,100	1,000	650	2,000 60.
-	-	-	-	236	200	2,100	500 61.
-	-	-	-	252	2,248	-	- 62.
-	-	-	-	5	2,345	-	- 63.
-	-	-	-	1,410	817	-	1,917 64.
-	-	-	-	1,450	650	-	- 65.
-	-	-	-	-	1,000	1,000	- 66.
-	-	-	-	-	1,000	1,000	- 67.
-	-	-	-	250	850	900	500 68.
-	1,801	-	-	3,200	12,562	2,730	4,457 69.
1,336	4,551	26,000	-	17,226	55,691	73,638	67,343 70.
-	-	-	-	4,338	2,597	4,091	- 71.
-	-	-	-	-	2,270	-	- 72.
-	-	-	-	4,338	4,867	4,091	- 73.
-	-	-	-	-	1,100	-	1,000 74.
-	-	-	-	-	1,100	-	1,000 75.
32,057	47,824	276,000	-	79,331	235,387	355,452	139,675 76.
-	45,000	-	-	-	2,000	43,000	- 77.
100,829	387,318	-	5,352	467,776	29,398	5,250	- 78.
100,829	432,318	-	5,352	467,776	31,398	48,250	- 79.
25,000	-	-	-	-	1,000	24,000	- 80.
-	-	-	-	-	3,000	12,000	- 81.
25,000	-	-	-	-	4,000	36,000	- 82.
45,000	-	-	-	27,319	17,681	-	- 83.
25,000	-	-	-	-	6,000	19,000	- 84.
-	-	-	-	-	2,500	7,500	- 85.
-	9,500	-	-	-	7,500	2,000	- 86.
-	-	-	265	2,400	3,000	-	- 87.
-	-	-	-	10,500	3,500	7,000	21,000 88.
70,000	9,500	-	265	40,219	40,181	35,500	21,000 89.
95,000	9,500	-	265	40,219	44,181	71,500	21,000 90.
227,886	489,642	276,000	5,617	587,326	310,966	475,202	160,675 91.