April 11, 2019

Taking Care of our Campuses

INTEGRATED ASSET MANAGEMENT STRATEGY
Acknowledgment of Traditional Territory

The University of Alberta respectfully acknowledges that we are located on Treaty 6 territory, a traditional gathering place for diverse Indigenous peoples including the Cree, Blackfoot, Metis, Nakota Sioux, Iroquois, Dene, Ojibway/Saulteaux/Anishinaabe, Inuit, and many others whose histories, languages, and cultures continue to influence our vibrant community.
Overview

Presentation from Andrew Sharman (20 mins)

Questions and discussion (30–35 mins)

Next steps and wrap-up (5 mins)
The vision in 1912
Objective 23: Ensure that the University of Alberta’s campuses, facilities, utilities, and information technology infrastructure can continue to meet the needs and strategic goals of the university.
BUILDINGS ranging from 1-110 YEARS OLD

1.8 MILLION SQ. METRES of INFRASTRUCTURE

OLDEST & LARGEST university in ALBERTA

490 BUILDINGS on 5 CAMPUSES

Total value of buildings is $7.25 BILLION

CURRENT deferred maintenance is $353 MILLION

5-YEAR PROJECTION of deferred maintenance is $972 MILLION
Several buildings pre-date World War I

Ever-evolving pedagogies require constant reimagining of how space is used

Greater than 50% was built in the post-war (1951-75) and modern (1976-90) eras (lower construction standards)
Demand has always exceeded resources (capital and maintenance)

Typical life span is 50–60 years

Many buildings’ critical systems are at risk of failure

Make evidence-based decisions that best serve our academic and research mission
Integrated Asset Management Strategy

- Long-term roadmap
- Balances risks, opportunities, and fiscal environment
- Ensure decisions are rooted in the institution’s mission, principles, and goals
- Living document that informs annual planning

There are 14 principles in four baskets.
14 Guiding Principles
**Student success, life experience, research, and scholarship**

1. Campus spaces foster positive student learning and living experiences.

2. Building assets that positively contribute to teaching, research, and service.

3. We endeavour to provide modern environments reflective of today’s pedagogies.

4. Facilities are capable of supporting world-class research across multiple disciplines.
Asset management

5. Buildings are continually evaluated to prioritize investments in capital (renewal, expansion, new construction); in maintenance (preventative, current, and deferred); and obsolescence.

6. Recognizing the inherent uniqueness in an institution of higher learning, while maximizing system-wide functionality.
Social, economic, and environmental sustainability is achieved by:

a) Incorporating inclusive design principles into campus infrastructure (e.g. all gender, barrier free, etc.).
b) Reducing operational costs.
c) Continually advancing the three pillars of sustainability: environmental, economic, and social.

Every building has a unique role and its strategic value in the institutional inventory is more than a mathematical computation.
Campus character

9. Fostering the pedestrian experience is a priority on all campuses.

10. Campus buildings and grounds will be maintained in a way that considers the community in which each resides.

11. Considerations for removing building inventory will include a meaningful assessment of its historic value and placement in the university's architectural mosaic.
### Decision-making

| 12. | Adhere to all government-mandated long-range development plans, sector plans, and urban planning principles. |
| 13. | Spending must adhere to government-guided parameters: |
|     | a) “Lights-on” (base) funding: the portion of the Campus Alberta Grant allocated to cover building operating costs (e.g. utilities, janitorial, maintenance, insurance, etc.). |
|     | b) Infrastructure Maintenance Program (IMP): a variable annual allocation intended to address deferred maintenance on base building systems. |
|     | c) Capital grants: funds received in order to advance a specific building project. |
Decisions are evidence-based and supported by openly available data related to building occupancy, functionality, performance, environmental considerations, and deferred maintenance risks.

a) Supported by the CIP, we strive to have a “data-driven approach to maintaining, renovating, and repurposing existing spaces on campus.”

b) In order to support modern learning environments, we need to have the ability to sustain building infrastructure.
In action

Renewal

Expansion

New Construction

Decommissioning
New Construction: Peter Lougheed Hall
New Construction: Nîpisîy House
Expansion: Student Innovation Centre in CCIS
Expansion: Elko Engineering Garage in ETLC
Decommission: Michener Park
Typology of an academic building

- Purpose built
- Functional program driven
- Tailored design
- Integrated to campus open space
Typology of a commercial tall building

- Cost and space efficiency driven
- Core and shell development
- Flexibility
- Occupant (tenant) fit-out
- Multiple tenancy
## Transformation
### Vertical university

<table>
<thead>
<tr>
<th>Planning and design with a long-term asset management discipline</th>
<th>Balancing academic functional program with space stewardship, flexibility, and adaptability</th>
<th>Bringing many different components and experiences together</th>
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<tbody>
<tr>
<td>Taking an urban design approach: accessibility, connectivity, proximity, transparency, and natural light</td>
<td>Institutional history, cultural identity, and student life</td>
<td>Leadership in stewarding smart growth principles</td>
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GENERAL PROGRAM CATEGORIES

**UNIVERSITY PUBLIC REALM**
University public realm spaces are frequented by all members of the campus community; students, faculty and staff. They are open and interactive spaces. These spaces provide amenities that are focused on academic mission and campus life programming. They are welcoming, inclusive and can range from quiet to active uses, as well as special functions.

**STUDENT SUCCESS**
These spaces directly support student success and achievement. They are destinations within the campus. Potential programming including information, administrative functions, registrar, etc.

**GENERAL OFFICE**
Currently the office space includes both executive and general purpose office space. They are efficient, functional and adaptable.

**SPECIAL CHARACTER**
These area spaces currently identified by the design team as character defining within the 1922 building. They represent the legacy of the institution and would likely have public facing functions.

**SUPPORT SERVICE**
These spaces include back of house support functions including washrooms, mechanical and electrical services, storage, maintenance, and loading functions.
Life cycle of an infrastructure asset (average of 50 years)

- Design
- Acquire/Construct
- Operate and Maintain
- Renew/Repurpose/Dispose
- Plan
Next steps

- Governance review through General Faculties Council and Board of Governors
- Presentation on IAMS website
  bit.ly/CareForOurCampus
- Opportunity to submit further comments or questions (two weeks)
- FAQ will be posted capturing common themes and questions