April 29, 2019

Taking Care of our Campuses
INTEGRATED ASSET MANAGEMENT STRATEGY

The vision in 1912
For the Public Good

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

**Total value of buildings is $7.25 billion**

**1.8 million sq. metres of infrastructure**

**Current deferred maintenance is $353 million**

**Oldest & largest university in Alberta**

**5-year projection of deferred maintenance is $972 million**

**490 buildings on 5 campuses**
### Context

<table>
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<th>Several buildings pre-date World War I.</th>
<th>Ever-evolving pedagogies require constant reimagining of how space is used.</th>
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<td>Greater than 50% was built in the post-war (1951-75) and modern (1976-90) eras (lower construction standards).</td>
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### Going forward

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<th>Demand has always exceeded resources (capital and maintenance).</th>
<th>Typical life span is 50–60 years.</th>
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<td>Many buildings’ critical systems are at risk of failure.</td>
<td>Make evidence-based decisions that best serve our academic and research mission.</td>
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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 positively contribute to teaching, research, and service.

3. We endeavor 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.
Asset management (cont.)

7. 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.

8. 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.

Decision-making (cont.)

14. 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: CCIS
New Construction: Peter Lougheed Hall

New Construction: Nîpisîy House
Expansion: Elko Engineering Garage in ETLC

Decommission: Michener Park
Decommission: Soaring House

Renewal: Lister Residence
Life cycle of an infrastructure asset (average of 50 years)

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