



SUBJECT	GAMEPLAN: UBC'S 20-YEAR RECREATION AND ATHLETICS FACILITIES STRATEGY
MEETING DATE	APRIL 13, 2017

Forwarded to the Board of Governors on the Recommendation of the President

APPROVED FOR SUBMISSION

Santa J. Ono, President and Vice-Chancellor

DECISION REQUESTED	<p>IT IS HEREBY REQUESTED that <i>the UBC Board of Governors:</i></p> <ol style="list-style-type: none"> 1. <i>Approve in principle GamePlan: UBC's Recreation and Athletics Facilities Strategy, including proposals for the following capital projects:</i> <ol style="list-style-type: none"> a. <i>Rebuilt Thunderbird Stadium;</i> b. <i>New recreation fitness centre;</i> c. <i>Renewed or rebuilt varsity War Memorial Gym;</i> d. <i>Academic space;</i> e. <i>New baseball stadium; and,</i> 2. <i>Approve planning for a Thunderbird Stadium Rebuild:</i> <ol style="list-style-type: none"> a. <i>Direct staff to return to the Board of Governors by fall 2017 with a scope for the Stadium Road Neighbourhood Planning Process;</i> b. <i>Consistent with past cost-of-development practices, fund the rebuilt stadium through incremental revenue from new and better development sites (above what is allowed in current plans) created by optimal siting through the Stadium Road Neighbourhood Plan;</i> c. <i>Any changes to land use as a result of the neighbourhood planning be subject to Land Use Plan amendments by the Minister of Community, Sport and Cultural Development per the Municipalities Enabling and Validating Act, Part 10 (2010);</i> d. <i>Decisions on project design, budget, schedule and funding for the rebuilt stadium be subject to the standard Board of Governors major capital project approval process; and,</i> 3. <i>For the new Recreation Fitness Centre and the Reimagined War Memorial Gym:</i> <ol style="list-style-type: none"> a. <i>Direct staff to return to the Board in June 2017 with more detailed planning regarding potential academic partners (such as the School of Kinesiology);</i> b. <i>Direct staff to explore funding sources in addition to the \$22.5m student funding approved through referendum; and,</i> c. <i>Decisions on project design, budget, schedule and funding for these projects will be subject to the standard Board of Governors major capital project approval process.</i>
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Report Date	March 30, 2017
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Presented By Louise Cowin, Vice-President Students
Philip Steenkamp, Vice -President External Relations
Andrew Simpson, Vice-President Finance & Operations
Michael White, AVP, Campus and Community Planning
Peter Smailes, Treasurer
John Metras, Managing Director, Infrastructure Development
Kavie Toor, Senior Director, Facilities, Recreation & Sport Partnerships, Athletics & Recreation
Rob Boushel, Director of Kinesiology
Aubrey Kelly, President and CEO, UBC Properties Trust

EXECUTIVE SUMMARY

This report presents the conclusions of *GamePlan: UBC's Recreation and Athletics Facilities Strategy*. *GamePlan* provides a 20-year vision for capital facilities to support UBC's delivery of outstanding sport and recreation experiences as well as academic programs at the Point Grey campus to support well-being and the student experience. It supports UBC's commitment to wellbeing by meeting a growing need for recreational fitness, gymnasium and related academic space, and for addressing aging campus facilities.

GamePlan includes a summary of core needs as well as program, planning and the following facility concepts to meet the needs:

- 1) New Recreation Centre with Reimagined War Memorial Gym
 - New Recreation Fitness Centre (est. \$40m-\$45m)
 - 3 gymnasium courts
 - ~40,000 square feet of fitness space
 - ~10,000 square feet of office and support space
 - New or renewed War Memorial Gym (est. \$45m [new] to \$50m [renewed])
 - Spectator gym with retractable seating for varsity sports
 - ~25,000 square feet of strength and conditioning space
 - ~25,000 square feet of office and support space
 - Academic space
 - Up to 85,000 square feet of academic space + 15,000 square feet including classroom space (est. \$40 - \$50m) for an academic partner (such as the School of Kinesiology)
 - 2) Rebuilt Thunderbird Stadium (est. \$30m)
 - 5,000-seat spectator Thunderbird Stadium with multi-purpose field space
 - The precise location of the rebuilt Stadium will be determined through the Stadium Road Neighbourhood Plan process
 - 3) New Baseball Stadium (est. \$9m)
 - Donor-funded opportunity to transform UBC's existing baseball field into a spectator facility.
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GamePlan is a long-term strategy, not a detailed capital plan. It includes high-level costing and proposed projects recognizing that any capital allocations will be made through the Executive and Board capital approval processes and be dependent upon further due diligence in the determination of project costs as well as revenue opportunities. Any revenue opportunities that involve land use changes in the Stadium Neighbourhood are subject to a future Board approved Neighbourhood Plan and a provincial approved UBC Land Use Plan amendment.

Staff will report back to the Board of Governors in June, 2017 on a full exploration of funding sources to realize projects identified by *GamePlan*.

INSTITUTIONAL STRATEGIC PRIORITIES SUPPORTED

- Learning
 Research
 Innovation
 Engagement (Internal / External)
 International
 or Operational

DESCRIPTION & RATIONALE

GamePlan: UBC's Athletics and Recreation Facilities Strategy provides a 20-year framework for capital facilities to support UBC Vancouver's delivery of outstanding sport and recreation experiences at the Point Grey campus. *GamePlan* also includes an exciting opportunity to integrate an academic partner (such as the School of Kinesiology) into a consolidated facility to align outstanding sport, recreation and academic program delivery at the Point Grey campus.

GamePlan was developed between late 2015 and early 2017 by Athletics and supported by Campus and Community Planning. A Steering Committee provided strategic oversight of the planning process and a working group directed the work of the technical team and consultants. *GamePlan* was also developed with extensive public and stakeholder input.

GamePlan is guided by the following Board approved principles:

Align with UBC's Academic Priorities

1. Ensure facilities reflect UBC's strategic priorities
2. Allow sufficient land capacity for future academic growth

Promote the Health and Wellbeing of Students, Faculty, Staff and Residents

3. Increase and enhance access to quality sport and recreation facilities for those who learn, live, work, and play on our campus

Foster Varsity Excellence

4. Provide outstanding facilities for varsity athletics excellence on the national and world stage
5. Use athletic facilities to engage the campus and surrounding community and to build school spirit

Embrace UBC's History

6. Retain, where viable, the cultural, historic and community value of existing facilities like War Memorial Gym and Thunderbird Stadium

Build a Sound Business Case

7. Ensure the Facilities Strategy is financially sustainable and can leverage investment from a range of sources, which could include donors, commercial revenue, and potential incremental housing revenue

Explore Land Use and Housing Revenue Opportunities

8. Align potential land use changes and incremental housing revenue opportunities with UBC priorities, the timing of facility investments and Board of Governors' Endowment policies

The Need

GamePlan was informed by an extensive needs assessment of existing facility capacity and building condition. Four areas of recreation and athletics need were identified:

1) *Recreational Fitness Centre Space*

UBC's Birdcoop Fitness Centre has a capacity of 140 people but serves a campus with a daytime population that approaches 70,000. At 7,500 square feet, UBC's student fitness centre space amounts to 0.15 square feet per student, significantly lower than comparable universities at 0.45 to 1.35 square feet per student. Expanded fitness centre space was by far the most significant need identified in consultation, student surveys, analysis of current facilities, and comparisons to peer universities. The new fitness centre space in the Life Building basement will increase UBC's fitness centre space per student to .31 square feet – still well short of the lowest comparable university.

2) *Gymnasium Space (recreation and varsity)*

Both the Student Recreation Centre and War Memorial Gym building are heavily used for varsity, recreational, intramural and community sports. Compared to peer universities, UBC offers less student-focused gymnasium recreational space than comparable schools. War Memorial Gym and the Student Recreation Centre gym are heavily used, booked an average of 14 hours per day during the fall and winter semesters. This results in several underserved program areas and long waitlists.

Repeatedly, student surveys, student groups and the AMS have strongly voiced the need for additional recreation space. There are currently over 23,060 tracked students engaged in recreational activities, with limited capacity to increase participation. There are also more than 1,000 students on a waitlist to participate in gym-based intramural sports, and hundreds of students are turned away daily due to over-capacity drop in programs. There are several student organizations that currently do not have space to operate programs for students. UBC faculty and staff also have indicated a lack of recreational space and a desire for additional amenities.

3) *Aging Facilities*

Many of UBC's Athletics and Recreation facilities were built over the last two decades and are in excellent condition. However two buildings stand out for their aging condition: War Memorial Gym and Thunderbird Stadium. War Memorial Gym is nearly 70 years old and requires significant system, accessibility and life safety upgrades.¹ It does not meet current varsity standards and is an inefficient use of space. Thunderbird Stadium is nearly 50 years old and has system and seismic upgrade needs, as well as an inefficient layout for its intended use (i.e. team rooms, spectator amenities and distance from stands to field).

4) *Support Facilities*

Ancillary facilities are required for Athletics and Recreation programs, teams, and partners to grow and thrive. These include multi-use space like meeting and video rooms, student club training space, recovery and training space and studio space for clubs and fitness. Athletics and Recreation administrators also identified office shortages and a need for additional space to locate coaches and varsity staff in one central hub.

In addition to the above, the process identified a number of significant facility needs from the School of Kinesiology which collaborates with Athletics and Recreation and may be a suitable academic partner.

UBC's School of Kinesiology is Canada's top-ranked program in the study of human movement and its relationships to health and physical culture. Faculty, staff and students are dispersed in nine buildings across campus with regular access to only two classrooms. This limits students' ability to register in classes, and is reflected in the School's longer degree completion times. Many of the School's facilities are also aging and in disrepair, raising morale concerns, impacting research, and constraining growth.

Kinesiology is already closely integrated with UBC athletics/recreation-related initiatives such as sports medicine, wellbeing, and high-performance sport. The *GamePlan* process identified an opportunity to enhance this integration by potentially co-locating the School of Kinesiology with future recreation and athletics facilities. This would address Kinesiology's facility needs and help the school keep pace with other Canadian universities that have made recent, significant investments in Kinesiology infrastructure.

Facility Concepts

To meet the identified 20-year needs, *GamePlan* proposes the following facility concepts.

¹ War Memorial Gym's Facility Condition Index is 0.73, which means that 73% of the building is in a state of deferred maintenance.

1. New Recreation Fitness Centre and Reimagined War Memorial Gym (including academic space)

The vision for a combined recreation, fitness and varsity athletic, research, teaching and community engagement facility in the University Boulevard precinct emerged out of further technical analysis following the December 2016 Board of Governor's meeting. Staff explored two initial development options: a single 'stacked' facility on the War Memorial Gym site; and a combined facility extending over the War Memorial Gym site and the 'Gateway North' site, immediately to its east. Each option was evaluated in terms of cost, functional, and urban design impact.

Based on the analysis, the preferred option is a combined facility extending over two sites. A combined centre provides financial, programmatic and functional efficiencies and synergies by combining the recreational and varsity programs. It also provides an exciting opportunity to strengthen partnerships between UBC's varsity and recreation programs and related research.

The recommended concept includes (See Attachment A for conceptual renderings):

New Recreation Fitness Centre

- 3 gymnasium courts
- ~ 45,000 square feet of fitness space
- ~ 10,000 square feet of office and support space

New or renewed War Memorial Gym

- Spectator gym with retractable seating for varsity sports
- ~25,000 square feet of strength and conditioning space
- ~25,000 square feet of office, support and informal learning space for an academic partner (such as the School of Kinesiology)
- Up to 85,000 square feet (+15,000 square feet of classroom space)

Additional considerations that will inform further project planning and implementation include:

- Consulting with academic and other stakeholders on the final allocation, location and design of 85,000 square feet of core academic space.
- Accommodating up to 15,000 square feet of tiered classroom space, likely on the Gateway South site.
- If the Recreation Fitness Centre proceeds as a first phase before War Memorial Gym, reviewing program and design to minimize swing space requirements. Also ensuring the northwest corner of the Gateway South site is unencumbered to allow future War Memorial Gym construction access.

- Ensuring adequate public realm access and circulation to the north during and after construction given the high volume of nearby transit users.
- A War Memorial Gym renewal cannot accommodate the full varsity, strength, conditioning and support needs in the existing building, whereas the rebuilt War Memorial Gym could accommodate the full needs in a new building. If a War Memorial Gym renewal is the preferred option through the next phase of detailed planning and design, the full varsity, strength conditioning and support needs would be split between the renewed War Memorial Gym and a rebuilt stadium.

2. Rebuilt Thunderbird Stadium

This concept envisions a rebuilt 5,000 seat spectator Thunderbird Stadium and multi-purpose field space, with greater capacity for student and community engagement and a more efficient footprint. GamePlan recommends that a precise location and layout for the stadium be determined through the Stadium Road Neighbourhood planning process, to be initiated in fall 2017. This would allow for full consideration of issues such as neighbourhood compatibility and interface with the stadium, building heights and urban design, parking, traffic and circulation, as well as opportunities for enabling net new housing opportunities in the neighbourhood, above what is allowed under current plans.

3. Baseball Stadium Expansion

The *GamePlan* process also explored an exciting donor-funded opportunity to transform UBC's existing baseball field into a spectator facility. The proposed facility will serve as a hub for community events, accommodating varsity, competitive and recreation games.

The enhanced Baseball Field at Thunderbird Park will leverage UBC's current Baseball Indoor Training Centre. This will strengthen UBC's role as a destination for regional and even national baseball, and provide an important community amenity. Further public consultation on the Baseball Field will occur as the development process proceeds.

Attachments

Attachment A: Concepts for New Recreation Fitness Centre and Reimagined War Memorial Gym

BENEFITS
Learning,
Research,
Financial,
Sustainability &
Reputational

The New Recreation Centre will significantly increase fitness and recreation space in the heart of campus, close to other student services and transit.

The renewed or rebuilt War Memorial Gym will honour the existing Gym's heritage and provide an enhanced varsity spectator venue. It will also provide varsity fitness and support space for administrators, coaches and trainers. The decision to renew or rebuild War Memorial Gym will be part of a future detailed project planning and design.

This integrated project creates a hub for wellbeing, sports excellence, learning, recreation and school spirit at UBC. Consolidating recreation and varsity facilities provides program, financial and functional efficiencies by allowing shared spaces. It also improves access to fitness and recreation for UBC's entire community. The combined facility will be best in class, enhancing UBC's reputation as a global leader and transforming the student experience.

The combined facility also meets an important academic need by providing significant space for an academic partner (such as the School of Kinesiology), either in a new War Memorial Gym, or in the New Recreation Fitness Centre, to complement the recreation and athletics focus and facilitate research and program synergies.

RISKS
Financial,
Operational &
Reputational

Facility investments must balance risks in terms of meeting functional needs, addressing seismic and deferred maintenance costs, honoring cultural heritage assets, clearly identifying funding and revenue opportunities, ensuring community fit, satisfying the needs of currently housed academic units, and preserving capacity for future academic and athletic growth.

Not investing in UBC's aging building assets poses risks to public health and safety and not investing in facility upgrades poses risk that UBC's current recreational and athletics needs go unmet, which could affect well-being, recruitment and the UBC's reputation.

The processes to develop a Stadium Road Neighbourhood Plan and, if necessary, amend UBC's Land Use Plan include broad public consultation with the campus community and stakeholders and will take up to 18 months to complete. In order to deliver housing to align with completion of the Wesbrook Place neighbourhood in the next five to seven years, planning for Stadium Road Neighbourhood needs to begin by fall 2017. A delay in planning for the Stadium Road Neighbourhood Plan could result in delay of the provision of housing for future faculty, staff and students of UBC, which could impact recruitment and affect revenue contributed to the endowment.

The proposed funding approach for a rebuilt Stadium, which contemplates net new revenue from housing development in Stadium Road Neighbourhood, is based on a potential increase in land area from a more efficient stadium siting as well as more development sites with better views (than what are in the current land use Land Use Plan). Achieving any net new revenue above what is in the current Land Use Plan is subject to a neighbourhood planning process and, if necessary, amendments to UBC's Land Use Plan, which requires approval by the Minister of Community, Sport and Cultural Development per the *Municipalities Enabling and Validating Act*, Part 10 (2010).

COSTS
Capital &
Lifecycle
Operating

Capital cost estimates are based on Class D estimates and conceptual programming. Estimates exclude costs associated with swing space, if required.

Facility		Estimated Capital Costs
Rebuilt Stadium		\$30m
New Recreation Fitness Centre	Gyms, Fitness, Support	\$40-45m
	Academic	\$50m
Reimagined War Memorial Gym	Varsity Gyms, Fitness, Support	\$45-50m
Baseball Stadium		\$9m
TOTAL (without Baseball Stadium)*		\$165-175m

*Baseball stadium to be donor funded

Annual operating cost estimates assume \$8.60 per square foot

Facility		Estimated Annual Operating Costs
Rebuilt Stadium		\$400,000
New Recreation Fitness Centre	Gyms, Fitness, Support	\$750,000
	Academic	\$780,000
Reimagined War Memorial Gym	Varsity Gyms, Fitness, Support	\$730,000
TOTAL		\$1,930,000

Detailed capital and operating costs for specific projects will be presented as part of the Board of Governors' approval process for each project.

FINANCIAL Two of *GamePlan's* principles are to 'Build a sound business case' and to 'Explore Funding Sources, Impact on Liquidity land use and housing revenue opportunities' to address recreation and athletics needs.

To this end, *GamePlan* proposes using housing revenue to fund a rebuilt Stadium as a cost of developing the future neighbourhood. This could be achieved by rebuilding Thunderbird Stadium on a more efficient site as part of the future Stadium Road Neighbourhood. This provides both additional land for future housing development, and new sites with better views that could potentially generate higher value.

In the March AMS elections, students supported expanded fitness facilities by approving a fee to contribute to a New Recreation Centre. The fee will be based on an agreement between UBC and the AMS and begin at \$5 per year, increasing \$5 annually to \$25 and continuing until a maximum of \$22.5m. This generous commitment continues UBC students' history of supporting campus facilities, including the War Memorial Gym's original construction. This contribution, however, still leaves a significant funding gap to realize the project.

Staff will report back to the Board of Governors in June 2017 on a full exploration of funding sources to realize *GamePlan*.

SCHEDULE The *GamePlan* timeline is as follows:

Implementation Timeline

- Phase 1: Background and Needs Assessment (mid- to late-2015)
- Phase 2: Criteria and Options Development (Jan to Sept 2016)
- Phase 3: Public Consultation, Review and Adoption (Winter / Spring 2016/2017)
- Phase 4: Implementation – Stadium Road Neighbourhood Planning process and Land Use Plan Amendment process (if necessary) (Fall 2017 to early 2019)

CONSULTATION *GamePlan's* development is led by a technical working team and overseen by a Steering Committee with senior representatives from:

Relevant Units, Internal & External Constituencies

- Vice-President Students
- Provost
- Vice-President External Relations (Campus and Community Planning and Government Relations)
- Vice-President Finance (Treasury and Infrastructure Development)
- Vice-President Development and Alumni Engagement
- Faculty Member
- UBC Properties Trust
- School of Kinesiology

The complete consultation summary will be provided along with the June final report on GamePlan.

GamePlan's first phase involved consultation to identify campus-wide athletics and recreation needs. This included a campus-wide survey with 8,000+ respondents and targeted stakeholder consultation.

GamePlan's second and third phases involved extensive public consultation and explored options to meet identified needs with the following stakeholders, alumni and partners:

- Alma Mater Society
- Graduate Student Society
- Office of the Provost – Committee of Deans
- Faculty Association
- MLA David Eby
- Musqueam First Nation
- University Neighbourhoods Association and UNA Board
- University Endowment Lands and UEL Community Advisory Council
- UBC Botanical Garden
- Faculty of Pharmaceutical Sciences
- School of Nursing
- School of Kinesiology
- Djavad Mowafaghian Centre for Brain Health
- Thunderbird Athletes Council
- Thunderbird Athletics Council (Alumni)
- University Sport and Recreation Committee
- UBC Recreation staff and students
- UBC Recreation Sport Clubs
- UBC Varsity Athletics coaches
- Major UBC Athletics partnerships
- UBC Property and Planning Advisory Committee and Senate Academic Building Needs Committee
- UBC Ceremonies and Campus Historian
- St. John Hospice

- Royal Canadian Legion (War Memorial Gym)
- Canadian Armed Forces (War Memorial Gym)
- BC School Sports Association
- President's Advisory on Campus Enhancement

Phase 2 Consultation Summary

From October 3 – 23rd, 2016, the campus community was invited to the second phase of public consultation to provide input online and in person on the proposed Recreation and Spectator Hub principles and options.

Over the three-week consultation period we had:

- 1922 respondents to the questionnaire
- 50 letter submissions
- 4 petitions
- More than 200 attendees at the public open houses

Questionnaire respondents were predominantly students (53%), followed by neighbourhood residents (11%), staff (11%), alumni (10%), faculty (8%), other (6%). Forty percent (40%) of respondents live on campus in either student/student family housing or in campus neighbourhoods, with 45% of respondents living in the City of Vancouver, 3% of respondents living in the University Endowment Lands and 13% living elsewhere (Lower Mainland and beyond).

The most important principles that respondents cited for guiding which options to pursue were:

1. 'promoting health and wellbeing' (68% very important, 27% important),
2. 'fostering varsity excellence' (34% very important, 35% important)
3. 'align with UBC's core academic mission' (26% very important, 52% important)
4. 'build a sound business case' (23% very important, 47% important)

For the **Recreation** options, 45% of respondents supported pursuing the full rebuild of War Memorial Gym while 33% of respondents supported pursuing full renovation of War Memorial Gym. The option that least met the identified athletics and recreation needs, by 61% of respondents, was a basic renovation of War Memorial Gym.

For the **Stadium** options 61% of respondents felt that keeping Thunderbird Stadium in its current location best met the identified recreation and athletics needs. The option that least met the identified recreation and athletics needs, by 27% of respondents, was the Reimagined Osborne Centre.

In addition to questionnaire input, communication and conversations took place with researchers working near the Osborne option, and residents in Hampton and Hawthorn Place near the Osborne and Track and Field options. Researchers conveyed strong concern about increased noise and vibration while residents expressed strong concern about potential increases in noise, traffic, parking and potential negative impact to property values and quality of life. Presentations and conversations with the Committee of Deans, Senate Academic Building Needs Committee, Property and Planning Advisory Committee, Faculty Association and individual academic representatives highlighted the strong need to align any potential future investment in athletic and recreation facilities with future investment in academic facilities across campus. Submissions were also received from undergraduate students expressing support for Option 4 (Osborne) because they felt it best met the recreation and athletics needs for students.

Phase 3 Consultation Summary

From January 21 – February 3, the campus community was invited to participate in third phase of consultation to provide input online and in person on the proposed shortlisted options resulting from Phase 2 in October 2016.

Follow up conversations were held with the Committee of Deans, Senate Academic Building Needs Committee, the Property and Planning Advisory Committee, Faculty Association and individual academic representatives which confirmed the ongoing concerns about how investment in academic facilities would be addressed vis-a-vis the *GamePlan* process.

Two public workshops were held: on January 21 and January 31. The January 21 workshop was tailored to the interests of neighbourhood residents and was designed in collaboration with the UNA and strata council representatives. Comprehensive notification took place to ensure there was broad awareness of the process and opportunity to provide input as well good participation.

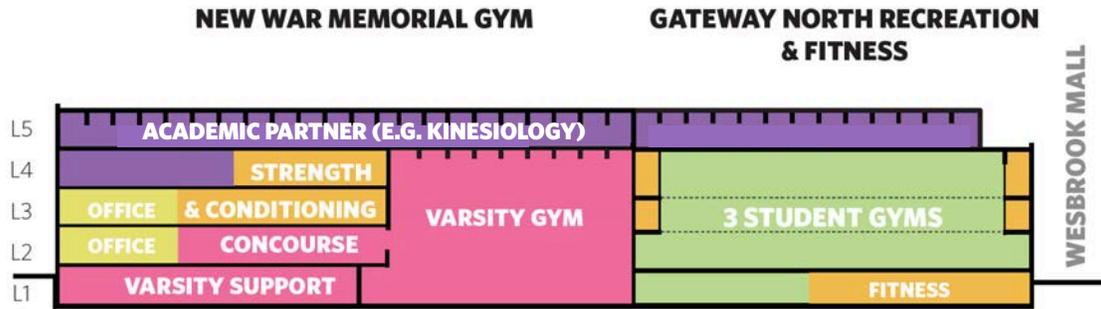
With respect to recreation facility options, key themes expressed during the workshops included support for improving access to recreation facilities, consolidating sport facilities, building additional recreation space, and carefully considering the needs of different stakeholders. With regard to the Stadium options, a number of participants were also concerned about the impacts from development (e.g. parking, traffic and noise), and the funding trade-offs associated with various options.

UBCPT	Date of Review:	March 30, 2017	Signed off by:	Aubrey Kelly, President & CEO
COMMENTS	UBCPT acknowledges and agrees with the decision request put forward in this report.			
Complete for all reports that include a property component				

Previous Report Date Decision	June 14, 2016
Action / Follow Up	<ul style="list-style-type: none"> • Approve the Athletics and Recreation Facilities Strategy's guiding principles • Endorse the Athletics and Recreation Facilities Strategy planning process, including fall 2016 public consultation on facility options
Previous Report Date Decision	December 6, 2016
Action / Follow Up	<ul style="list-style-type: none"> • Receive for information the work completed to date on the financial and technical analysis (noise, transportation, heritage) and first phase public consultation for the 20 Year Recreation and Athletics Facilities Strategy; • Direct the Administration to: <ul style="list-style-type: none"> ▪ Shortlist Recreation Hub Options B and C for further analysis and targeted consultation; ▪ Shortlist Spectator Hub Options 1b, 2 and 5 for further analysis and targeted consultation; and • Direct the Administration to further evaluate potential GamePlan funding sources including: <ul style="list-style-type: none"> ▪ Incremental housing development revenue (above what is projected under current plans) that could potentially be created by adjusting the siting of the existing Stadium; and • other future funding sources including potential student and donor involvement

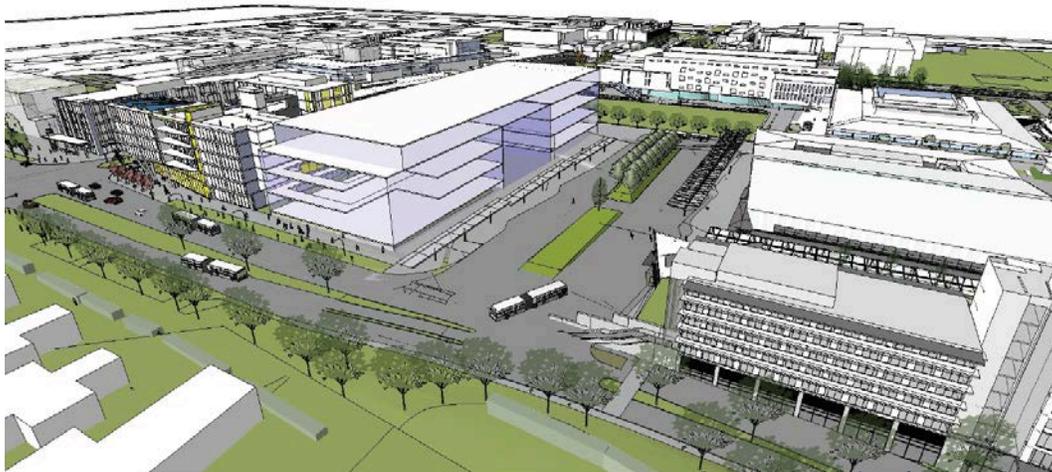
ATTACHMENT A: Concepts for New Recreation Fitness Centre and Reimagined War Memorial Gym

WMG REBUILD



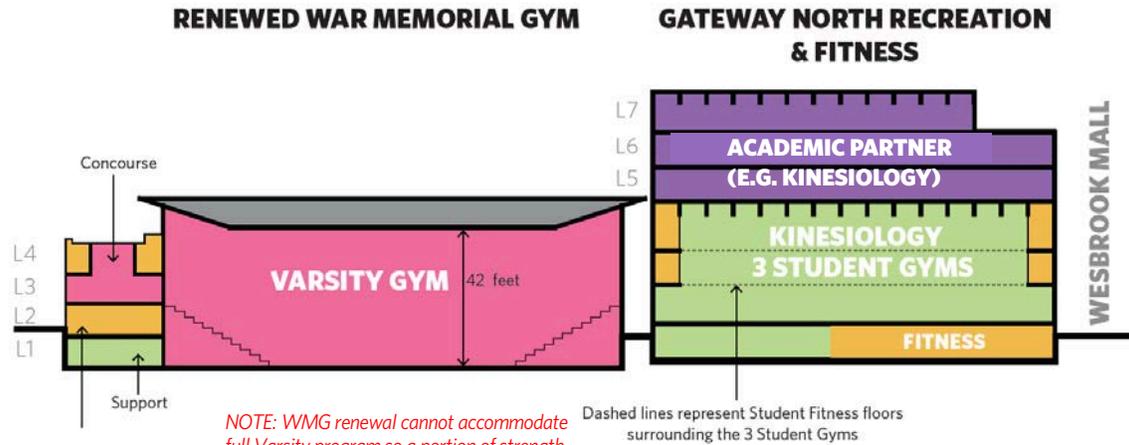
Conceptual cross section - for illustrative purposes only ¹

WMG REBUILD



Conceptual rendering - for illustrative purposes only ²

WMG RENEWAL



Conceptual cross section - for illustrative purposes only³

WMG RENEWAL



Conceptual rendering - for illustrative purposes only⁴

