

<b>SUBJECT</b>	<b>LIBRARY PARC @ UBC   BOARD 4 REPORT</b>
<b>MEETING DATE</b>	<b>SEPTEMBER 21, 2017</b>

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

**APPROVED FOR  
SUBMISSION**




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Santa J. Ono, President and Vice-Chancellor

**For Information**

<b>Report Date</b>	August 21, 2017
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**Presented By**

- Andrew Szeri, Provost and Vice-President Academic
- Andrew Simpson, Vice-President Finance & Operations
- Melody Burton, Acting University Librarian
- John Metras, Managing Director, Infrastructure Development
- Michael White, Associate Vice-President Campus & Community Planning
- Peter Smailes, Treasurer
- Aubrey Kelly, President and CEO, UBC Properties Trust

**EXECUTIVE SUMMARY**

Even in a digital age, UBC Library’s print collections continue to grow and require a long-term strategy for storage, access and preservation. Increasingly, North American research libraries are using high-density storage facilities to address these needs, and UBC Library has expanded its on-campus storage capacity with the Library PARC @ UBC. This new facility allows for future expansion for UBC collections storage needs and, potentially, will accommodate other partner institutions.

The site conditions required the vast removal of soil and re-grading, causing project delays and cost overages. Library PARC was completed 29 October 2015, 11 months after the targeted occupancy date of November 2014. Finishing at a cost of \$11,092,512, it was \$1,152,512 million over the Board-approved budget of \$9,940,000 million. As previously reported to the Board, \$1.1 million was due to the poor soil conditions and was covered by the Retained Risk Fund.

UBC’s investment provided a high-density library and archival storage facility which consists of an environmentally controlled storage module, processing area, reading room, office area, and shipping/receiving area. The facility footprint allows for the addition of future storage modules to accommodate growth.

The Library is satisfied with the facility as its functional performance more than meets their requirements. UBC’s Acting Librarian proclaimed, “The final product is awesome!” Relocation of materials from central campus Library has freed space for other academic endeavours and the move of archival records from off-site storage to LPARC is saving UBC money as planned.

<p><i>If this item was previously presented to the Board, please provide a brief description of any major changes since that time.</i></p>	<p>As part of the Board Approved project management process, Board 4 is the project close out report which is submitted following construction, occupancy and warranty period.</p>
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**INSTITUTIONAL STRATEGIC PRIORITIES SUPPORTED**

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

**DESCRIPTION & RATIONALE**

To meet the pressing demand for archival-quality storage space, the UBC Library initiated the development of Library PARC @ UBC (formerly known as the “BC Integrated Research Library”) to accommodate UBC research collections and the future growth and preservation of the provincial research universities’ research collections. The new facility allows for future expansion for UBC collections storage needs and, potentially, will accommodate other partner institutions.

Library PARC (Preservation and Archive) is a modular building built to accommodate the growth of research library collections and enable existing collection space to continue being repurposed toward learning and research uses at the campus core. This strategic initiative consisted of the Phase 1 module which was funded by UBC to meet the Library’s current collections storage needs.

The Phase 1 module provides 2,146 gross square metres including high density collection storage area sufficient to house 1.6 million volumes. At 9.14 metres high, the storage component is environmentally controlled to archival standards and has equipment and shelving for high density collection storage. A one-storey area contains a reading room accessible to researchers, a work room with processing station, office support area, and shipping/ receiving area. The proposed Conservation lab - a digitization unit for delivery of items to requestors and digital conversion of material and a quarantine freezer were deferred until additional funding is available.

The South Campus site allows maximum flexibility to build between 1 and 6 modules, as, and when, required to meet demand. The flexibility of the South Campus site is important given the difficulty in reliably forecasting scope and timing of archival storage needs in an uncertain environment (i.e. rapid transition to digital, political context of merging academic facilities across BC, Personal Information protection requiring hands-on management of physical records). The University will conduct periodic reviews of archival storage needs (starting within 5 years) to allow the Board to decide how much, if any, of adjacent land on the South Campus site should be reserved for future phases of LPARC or returned to the academic pool.

UBC Properties Trust was the project manager. The architect was DGBK Architects and the construction manager was Wales McLelland Construction.

**BENEFITS**

Learning, Research,  
Financial,  
Sustainability &  
Reputational

- LPARC provides an efficient, accessible repository for research collections to meet immediate and future UBC needs, and, potentially in the longer term, the needs of our partner institutions.
- UBC Vancouver is home to the largest number of researchers in the province. Student and faculty researchers require easy access to collections, some of which, because of format, fragility or extent (i.e. many volumes), will need to be used in the LPARC facility. The on-campus location saves researchers time and cost.
- Materials in LPARC are the basis of work by librarians, archivists and record managers, all of whom are based on campus and who connect daily with departments and colleagues on campus. Having the facility off site would have impeded this work and created additional operational costs for transportation of materials and potential duplication of staff between sites.
- Rare materials, the growing focus of UBC collections, are physically vulnerable and transport to/from the conservation lab is minimized.
- The future conservation - preservation lab will provide an on-campus facility for treating Library materials and teaching these techniques to students and librarians.
- Despite the widespread perception that everything is now digital, copyright prevents UBC from simply scanning all its collections. Physical collections must be retained for archival and research use and this will be the case for years to come.

Another key benefit of LPARC is the conversion of low-use collection space at other Library facilities to other academic uses. Progress has already occurred with the repurposing of the Library Processing Centre (LPC) to create the School of Population and Public Health, which involved the return of 2,500 sq. meters of space and relocation of library staff. Other collection space has recently been repurposed in Koerner, Woodward and David Lam libraries.

Future plans include creation of a Graduate Research Commons in Koerner Library, renovating the Asian Library to transform book stacks into student and community program space, and administrative and operational changes are being planned in other branches. The exact scope of these changes is currently in discussion as part of the Library's 10-year budget plan, however, the direction of converting collection space to other uses, as outlined in the Library and University strategic plans, is clear.

**COSTS**

Capital &  
Lifecycle Operating

Finishing at a cost of \$11,092,512, LPARC was \$1,152,512 million over the Board approved budget of \$9,940,000 million. As previously report to the Board, \$1.1 million of the cost overage was due to poor soil conditions that proved to be worse than originally anticipated when the project budget was developed. This overage was covered by the Retained Risk Fund.

<b>FINANCIAL</b> Funding Sources, Impact on Liquidity	<b>Funding Sources in \$000s</b>	<b>Board 3</b>	<b>Board 4</b>
	UBC Central Operating Reserves	4,970	4,970
	Library Operating Reserves	1,870	1,900
	Centenary Library Endowment Fund	2,492	2,492
	UBC Library Technology Endowment Fund	608	608
	Retained Risk Fund		1,123
	<b>Total</b>	<b>9,940</b>	<b>11,093</b>

**SCHEDULE**  
Implementation  
Timeline

Site conditions required vast removal of soil and re-grading, causing project delays and overages. Library PARC was completed 29 October 2015, 11 months after the targeted occupancy date of November 2014 with delays mostly due to the soil conditions.

**CONSULTATION**  
Relevant Units,  
Internal & External  
Constituencies

A stakeholder meeting of occupants, operators and the project delivery team was held June 19, 2017 to review project benefits, challenges and lessons learned. Minutes of the meeting are available upon request. The following is a summary of discussion.

**Design**

A simple modular storage facility built to accommodate the future growth of collections at UBC Library, the building was designed to reflect its purpose, and includes a whimsical barcode motif on the exterior. The Library is satisfied with the facility as its functional performance more than meets their requirements.

UBC's Acting Librarian proclaimed, "The final product is awesome!" Library staff say that it is the best in the province and they are fielding requests from groups interested in storing materials.

The environmental controls are working well, thus protecting the collection as intended.

For the shelving system, it was necessary for the concrete floor to be perfect and this was achieved. The "picker" system is not robotic, but manual, so although it is slower, they are figuring out the workflows that will make the system most efficient. Staff training and certification are required for the picker.

Relocation of materials from central campus Library has freed space for other academic endeavours. The Records Management feed from Iron Mountain has been very successful and saves UBC money by not storing materials off campus. It is anticipated that the archival boxes will be completely drawn from Iron Mountain by 2018.

There have been inquiries for storage from off campus and UBC allied groups. UBC Library now has to decide which groups, costs and the nature of the materials they will accept for storage. Consideration of insurance and liabilities are of concern.

A Musqueam colour palette was used for the building interior and Indigenous art is to be displayed. The Library is pleased that Indigenous plants were included in the exterior landscape.

### **Site**

Although this site met the project needs, i.e. no requirement for high profile public access, the site conditions proved to be marginal. The project incurred costs in excess of \$1M to relocate poor soil to allow construction to take place. The on-site soil pile is a contingent liability as the next addition to the building must remove the soil from the site. Storm water management was, and still is, an on-going challenge.

Lessons Learned: Thorough soil and geotechnical testing should be a part of the site selection process.

### **Operations**

LPARC was one of the first projects in which the newly established “New Building Transition Team” was involved with the Project Team. As a result, the Transition Team had an opportunity to become familiar with the facility during the Commissioning process, prior to handover.

Lessons Learned: Because no “One year warranty” review meeting was conducted for LPARC, it is recommended that this should take place for all projects.

### **Sustainability**

UBC is still working to obtain LEED certification for the project as per UBC policy. There have been delays due to personnel changes with the architect and UBPT. With the project requirements for extensive climate controls it became apparent that LEED gold certification, which is UBC policy for major projects, would not be possible to achieve.

After the Building Permit was issued and during construction the team struggled to achieve LEED energy points. The team hope to achieve LEED silver certification.

### **Landscape Design**

Communication gaps on the anticipated landscape contract maintenance period contributed to delays in post-construction landscape maintenance. This allowed excessive weed development which had implications for maintenance costs, scheduling and the need for a remediation and maintenance strategy. The landscape appearance does not match original design intent currently and will take time to recover from the weeds.

Lessons Learned: System owners have requested more reviews at various stages, and periodic stakeholder meeting(s) with consultant and project managers at key stages of development to mitigate these. The Transition Team Process should review and discuss with the New Building Quality Assurance Committee to help mitigate.

<b>Previous Report Date</b>	28 July 2013																		
<b>Decision</b>	<p>The Board of Governors on August 2, 2013 passed the following resolution:</p> <p>BE IT HEREBY RESOLVED that <i>the Board of Governors approves BOARD 3 for the BC Integrated Research Library project, including commencement of construction, subject to construction tenders being received at or below budget, based on 80% of tenders.</i></p> <p>Approval:</p> <table> <tr> <td>Capital Budget</td> <td>\$9,939,804</td> </tr> <tr> <td>Operating Budget</td> <td>\$211,061</td> </tr> <tr> <td>Award of Contract</td> <td></td> </tr> <tr> <td>Funding Release:</td> <td>\$9,139,804</td> </tr> </table>	Capital Budget	\$9,939,804	Operating Budget	\$211,061	Award of Contract		Funding Release:	\$9,139,804										
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<b>Action / Follow Up</b>	Subject was removed as tenders were received at or below budget, based on 80% of tenders.																		
<b>Previous Report Date</b>	3 April 2013																		
<b>Decision</b>	<p>Board 2 approval for the BC Integrated Research Library project with authorization to issue the development permit and a funding release of \$500,000 to complete working drawings and tender documents and to proceed with site works.</p> <table> <tr> <td>Capital Budget:</td> <td>\$9,939,804</td> </tr> <tr> <td>Operating Budget:</td> <td>\$211,061</td> </tr> <tr> <td>Schedule</td> <td></td> </tr> <tr> <td>Authorization to issue development permit</td> <td></td> </tr> <tr> <td>Proceed to working drawings and tender</td> <td></td> </tr> <tr> <td>Funding Release:</td> <td>\$500,000</td> </tr> </table>	Capital Budget:	\$9,939,804	Operating Budget:	\$211,061	Schedule		Authorization to issue development permit		Proceed to working drawings and tender		Funding Release:	\$500,000						
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<b>Previous Report Date</b>	12 June 2012																		
<b>Decision</b>	<p>(1) Board 1 Approval for the project and (2) Approval to utilize Library endowments to partially fund the Project</p> <p><b>Approvals:</b></p> <table> <tr> <td>Preliminary Capital Budget:</td> <td>\$9,939,804</td> </tr> <tr> <td>Preliminary Operating Budget</td> <td>\$211,061</td> </tr> <tr> <td>Preliminary Schedule</td> <td></td> </tr> <tr> <td>Project in Principle</td> <td></td> </tr> <tr> <td>Location</td> <td></td> </tr> <tr> <td>Consultant Selection</td> <td></td> </tr> <tr> <td>Program</td> <td></td> </tr> <tr> <td>Proceed to Schematic Design</td> <td></td> </tr> <tr> <td>Funding Release:</td> <td>\$300,000</td> </tr> </table>	Preliminary Capital Budget:	\$9,939,804	Preliminary Operating Budget	\$211,061	Preliminary Schedule		Project in Principle		Location		Consultant Selection		Program		Proceed to Schematic Design		Funding Release:	\$300,000
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Attachment 1 – Photographs of Library PARC @ UBC



