



SUBJECT	GATEWAY BUILDING - BOARD 1	
REPORT TO	BOARD OF GOVERNORS	
MEETING DATE	DECEMBER 5, 2019	
MATTER TYPE	<input type="checkbox"/> BOARD DISCUSSION NOT REQUIRED	<input checked="" type="checkbox"/> BOARD DISCUSSION REQUIRED
ACTION REQUESTED	<p>DECISION REQUESTED</p> <p>IT IS HEREBY REQUESTED that the Board of Governors grant, in accordance with the Capital Projects Policy, BOARD 1 approval for the Gateway Building (Nursing, Kinesiology, UBC Health, & Integrated Student Health Services) project as follows:</p> <ol style="list-style-type: none"> 1. approval of project in principle; 2. approval of preliminary program and schedule; 3. approval of location; 4. approval of preliminary capital budget of \$189,910,700 and operating costs as set out in Supplemental Material 2 of the Board 1 report; 5. approval of the preliminary funding strategy as outlined in the section Funding & Financing of the Board 1 report; 6. authorization to the University administration to proceed to architect selection and schematic design; 7. funding release of \$2,500,000 to commence schematic design; and, 8. the Administration will take the Board of Governors' Property Committee input and work with project stakeholders to seek opportunities to reduce the project capital cost prior to Board 2 without adversely impacting the overall goals of the project. Any savings achieved will be used to reduce Central funding / Academic Capital Fund commitments to the project, allowing these funds to be utilized for other capital priorities. 	
REPORT DATE	November 5, 2019	
EXECUTIVE PROPONENT	Peter Smailes, Vice-President Finance & Operations	
PRESENTED BY	John Metras, Associate Vice-President Facilities	
SUPPORTED BY	<p>Andrew Szeri, Provost and Vice-President Academic, UBC Vancouver</p> <p>Ainsley Carry, Vice-President Students</p> <p>Dermot Kelleher, Vice-President Health and Dean, Faculty of Medicine</p> <p>James Olson, Dean, Faculty of Applied Science</p> <p>Blye Frank, Dean, Faculty of Education</p> <p>Pam Ratner, Vice-Provost and AVP Enrolment and Academic Facilities</p> <p>Jennifer Sanguinetti, Managing Director, Infrastructure Development</p> <p>Michael White, Associate Vice-President Campus + Community Planning</p> <p>Aubrey Kelly, President & CEO, UBC Properties Trust</p>	

PRIOR SUBMISSIONS

The subject matter of this Report has been considered previously by the Property Committee on the following occasions:

1. [June 5, 2019](#) – UBC Five Year Capital Plan - 2020-2021 to 2024-2025; Gateway Building (formerly Nursing & Kinesiology) is #2 priority on UBC Five Year Capital Plan

The following executive summary assumes familiarity with the prior submissions and provides a status update from the date of the most recent report.

EXECUTIVE SUMMARY

In accordance with the Capital Projects Policy, this Board 1 approval request for the Gateway (Nursing, Kinesiology, UBC Health, & Integrated Student Health Services) project is provided as part of the project management process for construction projects over \$5,000,000.

The proposed Gateway Building (official name to be determined) will co-locate the School of Nursing (Faculty of Applied Science), School of Kinesiology (Faculty of Education), Integrated Student Health Services (Office of the Vice-President, Students) and components of UBC Health together in a building that will facilitate inter-program interaction and synergies and contribute to students' health and wellbeing and to the continued advancement and growth of the two Schools nationally and globally.

The project will support teaching, learning, health promotion, inter-professional health education, community engagement, and research mandates in community health, active living, healthcare delivery, and health sciences. It will create opportunities for community engagement with students, staff, faculty and the broader UBC community through programming for health promotion and wellbeing (outreach).

The project will also provide general teaching space that includes four large lecture theatres to help address UBC's challenges with scheduling large classes. New high-fidelity simulation labs will be included in the School of Nursing teaching space. In addition, a Team-Based Primary Care Inter-professional Teaching Clinic Prototype is programmed. This clinic, coordinated by UBC Health, will serve an important function in collaborative health education, with the classrooms and research labs, in augmenting the project's collaborative space by facilitating inter-professional clinical teaching. Students across the health disciplines will have the opportunity to function in inter-professional teams and will be better equipped to carry the requisite knowledge, skills, and values into their future practice of collaborative, inter-professional, team-based patient care. Finally, the new facility will accommodate faculty growth that will contribute to the Academic Renewal Program. The functional program includes space for 22 new faculty positions (17 Nursing and 5 Kinesiology) plus associated graduate students and support staff. Details on the project constituents is provided in Supplemental Materials 1.

Consolidation of space occupied by the School of Nursing, School of Kinesiology, Integrated Student Health Services and UBC Health frees up space of approximately 129,400 net square feet (12,000 net square metres) in 13 buildings across campus. Backfill strategies are in development to use the vacated spaces in the most meaningful and efficient way possible. In the Koerner Hospital, 30,000 net square feet are available for backfill. The best use of this space will be determined in consultation with relevant Faculties. Osborne Units 1+2 will be fully vacated after the completion of Gateway and the planned Student Recreation Facility. This combined 53,800 square foot (5,000 square metres) large site will be available for academic redevelopment. Much of the vacated space is badly needed swing space. This swing space use will enable UBC to adequately renovate older buildings.

Functional Programs have been developed with the School of Nursing, School of Kinesiology, Integrated Student Health Services and UBC Health. Four large lecture theatres (300, 200, 150 and 130 seats) are embedded in the Nursing and Kinesiology areas noted below.

Gateway Building (Nursing, Kinesiology, Integrated Student Health Services & UBC Health)		
Building Occupant	Net Area (square metres)	Net Area (square feet)
School of Nursing	4,239.7	45,636
School of Kinesiology	7,103.0	76,456
Integrated Student Health Services	1,783.0	19,192
UBC Health	891.7	9,598
Total Net Area	14,017.4	150,882
Gross-up @ 1.59	8,241.0	88,703
Total Gross Area (sq m/sq ft)	22,258.4	239,585

It is critical that opportunities to express the commitment to the evolving relationship with the Musqueam people, on whose traditional, ancestral and unceded territory UBC Vancouver is situated, are realized on this important gateway site. Engagement with Musqueam led to the installation of unique crosswalk markings at this location suggesting that further collaboration on public realm design or art installation associated with this project could be successful. Appropriate expression of UBC's relationship with Musqueam will require early engagement to develop processes for potential artist selection or design review. Following Board approval, staff will work with Musqueam to scope the opportunity for a Musqueam artist to collaborate with the design team and confirm an appropriate artist selection process.

Preliminary Schedule

The following schedule has been developed in consultation with UBC Properties Trust:

MILESTONE	TARGET DATE
Executive 1 ¹	June 2017
New Building Site Selection Committee	October 2019
PPAC ²	October 2019
Executive 2+3	October 2019
Board 1	December 2019
Board 2	December 2020
Board 3	December 2021
Construction Start	January 2022
Construction Completion	July 2024
Occupancy	August 2024
Board 4	September 2025

1 The project received Executive 1 approval on June 7, 2017 under the old working name "Community Health Sciences".

2 Property & Planning Advisory Committee + Senate Academic Building Needs Committee

Site

The proposed new 239,585 gross square foot (22,258 gross square metre) project will be located at the north-west corner of University Boulevard and Wesbrook Mall. A site map is provided in Supplemental Materials 2. As the principal point of entry and historical arrival route to UBC, the building will play a critical role in creating an academic gateway experience and is an opportunity to express the university's identity and values. The building will be a welcoming academic gateway to campus, and signify a world class university; it will be built to superior architectural, urban design, and sustainability standards with a focus on well-being. The building will support a positive and memorable arrival experience for pedestrians, cyclists, transit users and drivers, serving the anticipated high volume of both UBC and non-UBC visitors that will be generated by the building functions. Finally, at this important entry to campus, the building and adjacent public realm will express UBC's commitment to our important relationship with the Musqueam people, on whose traditional, ancestral and unceded territory UBC Vancouver is situated.

Preliminary Capital Budget and Operating Cost

The capital budget for the project is estimated at \$189.9 million, including an allowance of 10% of construction cost for sustainability and premium architectural expression, and costs associated with the demolition of the former General Services Administration Building (GSAB).

Annual operating costs will be calculated at the standard rate (\$8.60/gsf for new buildings) for the Faculty of Applied Science (FAS) and Faculty of Education (FoE) spaces. Operational costs for central units (VP Academic, VP Health, and VP Students) are covered by the Central operating budget. Based on the current area estimates, the approximate annual operating and lifecycle costs have been calculated. A detailed breakdown of the preliminary Capital Budget and Operating Costs are shown in Supplement Material 3.

Funding & Financing

The Gateway Building will be funded through the School of Nursing, Faculty of Applied Science, School of Kinesiology, Faculty of Education, student fees, Office of the Vice-President for Students, UBC Central and a contribution from the Academic Capital Fund. The table below shows the preliminary breakdown of the funding contributions.

Source	
Academic Capital Fund	\$134,494,300
UBC Central (classrooms/UBC Health/\$10m of Integrated Student Health Services)	\$34,053,700
School of Nursing (Applied Science)	\$1,000,000
Faculty of Applied Science	\$2,000,000
School of Kinesiology (Education)	\$3,000,000
Kinesiology Partner Space Lease	\$500,000
Kinesiology (KUS) Student Fees: 30yr @ 5.75%	\$1,000,000
Faculty of Education Loan: 5yr @ 4.25%	\$1,000,000
VP Students (balance of Integrated Student Health Services)	\$12,862,700
Total Funding	\$189,910,700

SUPPLEMENTAL MATERIALS

1. Details on Project Constituents
2. Site Map
3. Costs – Preliminary Capital Budget and Operating Costs

Supplemental Materials 1 – Details on Project Constituents

The **School of Nursing**, having been located in temporary facilities for close to 40 years, is limited in all respects by almost every facility challenge: insufficient and inadequate classrooms, unsuitable research facilities and teaching labs-with particular emphasis on the need for state-of-the-art teaching simulation modules, and lack of collegial informal learning and administrative areas. Ranked among the top 40 Schools of Nursing globally, and persistently in the top 3 in Canada, the School of Nursing is celebrating its first 100 years (1919-2019) in the midst of a period of curricular transformation and significant growth. The School of Nursing currently has 240 undergraduate BSN students and 253 graduate students, and each year also offers health-related courses for up to 300 undergraduate students from other programs. Our teaching and research mandates are supported by 23 research tenure-track faculty plus 6 clinician scientists, 7 faculty in the professor of teaching stream, 11 lecturers, 70 part time clinical instructors, as well as 23 administrative staff and 115 research staff. Key changes underway in the provincial healthcare system, and similar moves globally, are driving this transformation. With an aging population and persistent nurse shortages, along with a growing population dealing with the burden of mental health and addictions, BC looks to create a more robust team-based primary healthcare system in communities, to focus on prevention and chronic disease management in addition to increasingly complex hospital care. As the premier School of Nursing in BC that offers doctoral education, the School has an important mandate in preparing nurse educators to address the workforce shortage and nurse leaders to develop new approaches to primary health care, especially for vulnerable populations. The School of Nursing has responded to these provincial needs with a recent transformation of its undergraduate curriculum, as well as doubling admission in its nurse practitioner program, with new graduate degrees in Seniors Care and Clinical Education and new clinician scientist faculty partnerships. The School's faculty lead multidisciplinary health research that brings in an estimated \$4 million per year in funding from the tri-council and foundations, other federal and provincial health agencies, and the US NIH.

The **School of Kinesiology** is home to 1,260 undergraduate students, 154 graduate students, 21 research faculty, 5 instructors/lecturers and 21 staff members. The School's outstanding scholars undertake physical activity related research and knowledge dissemination across disciplines of history, sociology, culture, psychology, biology and medicine. The School has an international reputation of research excellence in diverse areas including the neuro-mechanical regulation of balance, motor skill acquisition, physiology of exercise, sport and exercise medicine, physical literacy, the psychobiology of physical activity and sport participation, Indigeneity, equity and inclusion, identity and self-image, sport, society and sustainability, Olympism and high performance coaching. Despite dispersion and displacement across eight campus buildings, the School has demonstrated remarkable resilience, ranking 1st in Canada and 3rd globally in the QS World University rankings. The School's research faculty accrue \$5M in tri-council and external foundation funding annually (\$18M over five years). The School provides vital UBC community engagement programs with 1,200 child visits per week through the Active kids program and additional programming for older adults (Changing Aging) and the Musqueam community. The School is also home to the UBC Sport and Exercise Medicine program, known as an international leader in the field. The School of Kinesiology's 5-year Strategic Plan includes a primary goal of acquiring a new building that houses its entire operations.

UBC Health is an institutional consortium designed to enable more systematic collaboration across health programs at the University. UBC Health aims to coordinate research, education and system enhancement across Faculties, Schools and Research Centres, with the goal of enhancing evolving health systems through research and collaborative health education. UBC is uniquely placed to play a leading role in the transition to learning healthcare systems that are collaborative, patient-centred, community-based, team-oriented, and evidence-based. UBC Health is evolving to encompass three directorates, namely education, research and health systems and it is anticipated that elements of the consortium will occupy space within the Gateway Building.

The Team-Based Primary Care Inter-professional Teaching Clinic Prototype proposed by UBC Health will serve an important function in collaborative health education, with the classrooms and research labs, in completing the project's translational space and will serve to model and build further innovation in UBC's future Team-Based Primary Care Clinics. Collaborative health professional education includes a substantial practice-based component. Team-based models of care (TBC) are being developed and implemented in Primary Care Networks across the province. The development of TBC@UBC, with support from UBC Health and engagement of multiple health professions, reflects support for creation of 'living labs' to develop and test innovative models of TBC, collaborative health education, service delivery, and research opportunities. Clinical space in Gateway is ideally suited for primary care clinics that facilitate collaborative team-based practice, patient engagement and practice-based student learning. Team-based primary care delivery, in partnership with patients and their families, requires a culture change. Unlike existing clinics at UBC, Gateway will provide customized, prototype, innovative primary care space where new leadership models and novel configurations of inter-professional teams will support collaborative practice and health education. As part of a university-wide UBC Primary Care Network, Gateway clinics will serve as living labs, and sites for collaborative learning and patient engagement for the health professional workforce of the future.

Integrated Student Health Services (ISHS) is the central point of contact for students to access primary health care, mental health care, and access to specialists as well as a hub of health promotion and educational programming. The integrated model will ensure students are connected to the most appropriate health professional. Services include primary health care, sexual health and birth control, mental health care, sports medicine, injuries and wound care, immunization and allergy care, addictions and recovery support, referrals to specialists, and health promotion educational programming. Services are provided by peer programs, and a range of health care professionals including counsellors, mental health nurses, and physicians. This is an opportunity to bring together all student health services into an integrated model of care, and a centralized space. A temporary solution to expand space for mental health support was developed in 2019 with a modular building adjacent to Brock Hall and renovation of an office suite in Orchard Commons. The new space will consolidate these distributed functions in permanent space and provide the full range of health services for students at a central and easily accessible location. Co-location with these academic and research partners will provide new opportunities for experiential learning and health care provision.

Supplemental Materials 2 – Site Map



Supplemental Materials 3 – Costs – Preliminary Capital Budget and Operating Costs

Preliminary Capital Budget

Project Capital Cost Breakdown	PROJECT	NURSING	KIN	ISHS	UBC HEALTH
Construction Costs					
Construction	97,611,000	28,755,000	47,262,000	13,677,000	7,917,000
Classroom Component	17,836,000	6,728,000	11,108,000	-	-
Gateway Factor Allowance ¹	11,544,700	3,548,300	5,837,000	1,367,700	791,700
Public Realm	2,000,000	629,000	999,000	240,000	132,000
UBC Building Operations	400,000	126,000	200,000	48,000	26,000
GSAB Demolition	750,000	236,000	375,000	90,000	50,000
Servicing	2,000,000	629,000	999,000	240,000	132,000
Contingency	6,449,000	1,983,000	3,260,000	764,000	442,000
Total Construction	138,590,700	42,634,300	70,040,000	16,426,700	9,490,700
Cash Allowances					
FF+E	4,312,000	1,355,000	2,154,000	518,000	285,000
Program Specific Equipment ²	TBD	TBD	TBD	TBD	TBD
UBC IT ³	1,475,000	500,000	750,000	200,000	25,000
Secure	435,000	150,000	200,000	75,000	10,000
Classroom AV ⁴	2,750,000	1,250,000	1,500,000	-	-
Non Classroom AV ⁴	1,650,000	500,000	750,000	250,000	150,000
Total Cash Allowances	10,622,000	3,755,000	5,354,000	1,043,000	470,000
Soft Costs					
Consultants	19,404,000	5,969,000	9,806,000	2,300,000	1,329,000
IIC's	-	-	-	-	-
Preconstruction/Permits	2,773,000	853,000	1,401,000	329,000	190,000
Total Soft Costs	22,177,000	6,822,000	11,207,000	2,629,000	1,519,000
Building Subtotal	171,390,700	53,211,300	86,601,000	20,098,700	11,479,700
Project Management	4,285,000	1,347,000	2,140,000	515,000	283,000
Building Total	175,675,700	54,558,300	88,741,000	20,613,700	11,762,700
GST	2,863,000	889,000	1,446,000	336,000	192,000
Construction Period Financing	1,300,000	220,000	359,000	721,000	0
Escalation	8,315,000	2,558,000	4,202,000	986,000	569,000
Retained Risk	1,757,000	546,000	887,000	206,000	118,000
PROJECT TOTAL	189,910,700	58,771,300	95,635,000	22,862,700	12,641,700
<i>Area (Square Feet)</i>	<i>239,585</i>	<i>75,294</i>	<i>119,663</i>	<i>28,794</i>	<i>15,834</i>
<i>Cost per Square Foot (\$/SF)</i>	<i>793</i>	<i>780</i>	<i>799</i>	<i>794</i>	<i>798</i>

1 Allowance of 10% of the construction cost for sustainability and premium architectural expression

2 To be confirmed

3 To be confirmed by UBC IT

4 To be confirmed by UBC AV

Operating Costs

Gateway Building	\$/gsf	FAS	FOE	VPH	VPS
Total Gross Area		75,294	119,663	15,834	28,794
OPERATION COSTS¹					
Annual Operations + Maintenance	\$ 6.37	479,623	762,253	100,863	183,418
Utilities	\$ 2.23	167,906	266,848	35,310	64,211
Total O+M Cost	\$ 8.60	647,529	977,966	136,173	247,629
LIFECYCLE CAPITAL COSTS²					
Cyclical Maintenance	\$ 3.51	264,282	420,017	55,577	101,067
Modernization / Upgrade	\$ 0.93	70,023	111,287	14,726	26,778
Total Capital Renewal Cost	\$ 4.44	334,305	531,304	70,303	127,845

1 Final costs will be based on actual built areas and are subject to change pending final design and construction.

2 Lifecycle Capital Costs are covered by Central Finance.



Gateway Building (Nursing, Kinesiology, UBC Health & Integrated Student Health)

November 26, 2019

John Metras, Associate Vice-President Facilities



Introduction and summary



Proposed Gateway Building will:

- House the schools of Nursing & Kin, UBC Health and Integrated Student Health Svcs
- Support faculty growth, inter-program collaboration, and student health & well-being
- Deliver #2 Capital Plan project

Strategic plan alignment



Goals:

- 1. Lead globally in research excellence...
- 2. Inspire & enable students...

Core areas and strategies:

- S2. Inspiring spaces
- S6. Collaborative clusters
- S15. Student Experience

Additional details



- Bldg will be 22,258 m² (incl 4 large lecture theatres), freeing 12,000 m² in backfill space
- Includes Team-Based Primary Care Inter-professional Teaching Clinic Prototype
- Supports 22 new faculty positions
- Delivers on ISHS commitment to students

Additional details



- Important Gateway site includes opportunity to express commitment to Musqueam
- Current estimate of \$189.9 million includes high level of architectural & sustainability performance
- Funding from Academic Capital Fund, faculties, departments, donors & students

Additional details – Site Map



Discussion and decision points



Board 1 approval of the Gateway Building project:

1. approval of project in principle;
2. approval of preliminary program and schedule;
3. approval of location;
4. approval of preliminary cap budget of \$189,910,700 & op costs;
5. approval of the preliminary funding strategy;
6. authorization to the University administration to proceed to architect selection and schematic design; and
7. funding release of \$2,500,000 to commence schematic design.