



SUBJECT	Board 4 Post-Completion Report - Chan Gunn Pavilion (Sports Medicine Centre)
SUBMITTED TO	Property Committee
MEETING DATE	April 7, 2020
SESSION CLASSIFICATION	Recommended session criteria from Board Meetings Policy: OPEN
ACTION REQUESTED	Please indicate requested Board action: No decision requested: for information
SUBMISSION DATE	March 13, 2020
LEAD EXECUTIVE	Vice-President Finance and Operations
PRESENTED BY	John Metras, Associate Vice-President, Facilities
SUPPORTED BY	Andrew Szeri, Provost and Vice-President Academic UBC Vancouver Dermot Kelleher, Dean, Faculty of Medicine; Vice-President Health Blye Frank, Dean, Faculty of Education Yale Loh, Treasurer Michael White, Associate Vice-President, Campus & Community Planning Jennifer Sanguinetti, Managing Director, Infrastructure Development Aubrey Kelly, President & CEO, UBC Properties Trust

PRIOR SUBMISSIONS

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

1. [June 2016](#) (OPEN SESSION), Board 3 Approval, Funding release: \$10,625,000
 - 1) Board 3 Approval for the Sports Medicine Centre project, subject to construction tenders being received at or below budget based on 80% of tenders, with a funding release of \$10,625,000 to undertake and complete construction for Phases 1 and 2.
 - 2) Approval for an internal loan of up to \$2.25 million at 5.75% annual interest paid back over 25 years from the Central operating budget.
 - 3) Approval for an internal loan of up to \$2.5 million at 5.75% annual interest paid back over 25 years from Sports Medicine operating revenue.
 - 4) Approval for an internal loan of up to \$675,000 at 5.75% annual interest paid back over 25 years from the School of Kinesiology operating budget.

Capital Budget	\$11,425,000
Operating Budget	72,500
Schedule	
Project in Principle	
Program	
Authorization to issue development permit	
Proceed to working drawings and tender	
Award construction contracts	
Funding Release	\$10,625,000
2. [February 2016](#) (OPEN SESSION), Board 2 Approval, Funding Release: \$300,000
3. [December 2014](#) (OPEN SESSION), Board 1 Approval, Funding release: \$500,000

The following Executive Summary assumes familiarity with the prior submissions and provides a status update from the date of the most recent submission.

EXECUTIVE SUMMARY

In accordance with the Capital Projects Policy, this Board 4 post-completion report is provided as part of the project management process following the construction, occupancy and warranty period for the Chan Gunn Pavilion.

The 1,861 gross square metre Chan Gunn Pavilion is the new home of the Allan McGavin Sports Medicine Centre (AMSMC). The AMSMC is a joint program of the Department of Family Practice and the School of Kinesiology with teaching, research and clinical service roles. The new building's clinical and research space includes a waiting room, examination rooms, procedure rooms, an exercise room, offices, physiotherapy clinic, faculty and graduate student offices, a research exercise physiology lab and videoconference meeting room. The location at the corner of Wesbrook Mall and Thunderbird Boulevard provides easy access from nearby parking and transit, which is critical from a patient perspective. The project was completed in October 2017 and anticipates LEED Gold certification.

Subsequent to Board 3 approval, UBC successfully applied for partial project funding under the Federal Government's Post Secondary Institutions - Strategic Investment Fund (SIF), which significantly reduced the required amount of internal financing reported at Board 3. The final cost of the project was \$11.625 million, which was \$200,000 more than the Board 3 approved budget, and the additional funding was provided by Kinesiology and Sports Medicine. The overage on the project budget is within the 15% permitted under Policy FM11 (Capital Projects Policy).

Updated funding sources table:

Funding Source	Board 3	Board 4
Donor Funding (Dr. Chan Gunn)	\$5,000,000	\$4,936,000
Donor Funding (Jack & Darlene Poole Foundation)	\$1,000,000	\$1,000,000
Federal Government – Strategic Investment Fund	-	\$4,731,000
Internal Financing (repaid by Sports Medicine / Faculty of Medicine)	\$2,500,000	\$765,000
Internal Financing (repaid by School of Kinesiology)	\$675,000	\$193,000
Internal Financing (repaid by UBC Operating Budget)	\$2,250,000	-
TOTAL	\$11,425,000	\$11,625,000

A stakeholder meeting of occupants, operators and the project delivery team was held on January 7, 2020 to review project successes, constraints and lessons learned. All agreed that the new building is exceptional and facilitates the work in sport and exercise carried out by the team of clinicians and researchers. The ground floor clinical space is well laid out and allows for the team to treat a large number of patients, and the facilities and quality of space have improved patient care. The second floor research-focused space has allowed for an increased capacity in research and also serves as a very successful teaching facility. The co-location of the clinical and research functions has facilitated greater collaboration between the clinicians and researchers and has greatly enhanced the performance of both. The lead donors are very pleased with the facilities as well.

The stakeholders commended the building's successful siting and welcoming presence. The innovative use of charred wood cladding is believed to be a good solution and will be monitored over time for durability. The Sports Medicine and Kinesiology user representatives' engagement in the process was critical to the project's success.

While overall a successful project, some issues emerged that can serve as lessons learned for future projects. The user group cited specific lighting requirements that were raised during design but apparently not carried through into detail design and construction. These design “misses” will be communicated to the architects, who have since been hired to design another UBC project. Lessons learned regarding specific mechanical and electrical equipment has already been communicated to design teams on subsequent projects, and improvements to process now include earlier and more continuous involvement by Building Operations and Energy and Water Services.

The project’s tight budget was challenging, and value engineering on a small-scale project unfortunately did not result in the savings necessary to meet budget in a climate of escalating construction costs. Lessons learned include the critical need for sufficient construction budgets including contingencies, and the importance of user group engagement during the value engineering process and communication of decisions to project constituents.

Project funding and financing was discussed, and Sports Medicine noted that the key to their success is the ability to attract and retain top quality physicians. The requirement for these individuals to contribute to loan payback on a building they have no equity in is making this more difficult. It was acknowledged that the impact is unfortunate; however the ability of the physicians to take on the loan was one reason that the project was able to proceed and to be prioritized for SIF funding, and the SIF funding greatly reduced the debt that the physicians initially anticipated. Sports Medicine had anticipated even greater success in fundraising, which would have reduced the physicians’ loan payment requirements. Lessons learned from the discussion were the importance of having fundraising in place prior to start of a project. Also noted was the importance of ensuring that the Development office follows up with donors to provide information on what their donation has achieved as this encourages them to be repeat donors.

SUPPLEMENTAL MATERIALS

1. Photographs of Chan Gunn Pavilion



Photo by Ema Peter, courtesy of HCMA Architecture
Photo 1 – Exterior View of Chan Gunn Pavilion



Photo by Ema Peter, courtesy of HCMA Architecture
Photo 2 – Exterior View of Chan Gunn Pavilion



Photo by Ema Peter, courtesy of HCMA Architecture
Photo 3 – Interior View of Research Exercise Lab



Photo by Ema Peter, courtesy of HCMA Architecture
Photo 4 – Interior View of Lobby

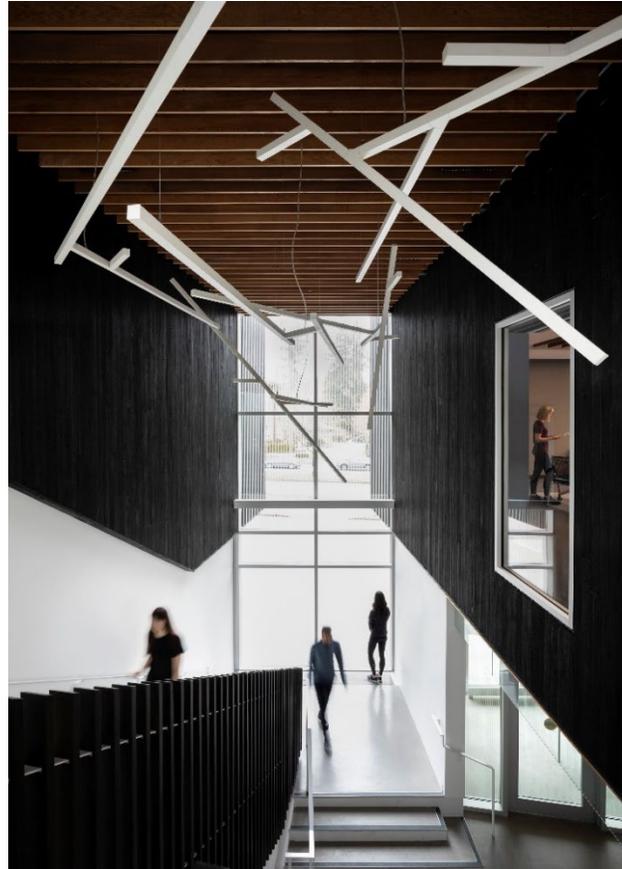


Photo by Ema Peter, courtesy of HCMA Architecture
Photo 5 – Interior View of Main Stair



Photo by Ema Peter, courtesy of HCMA Architecture
Photo 6 – Interior View of Videoconference Room



Photo by Ema Peter, courtesy of HCMA Architecture
Photo 7 – Interior View of Physiotherapy Clinic