



April 11, 2019

Taking Care of our Campuses

INTEGRATED ASSET MANAGEMENT STRATEGY



Acknowledgment of Traditional Territory

The University of Alberta respectfully acknowledges that we are located on Treaty 6 territory, a traditional gathering place for diverse Indigenous peoples including the Cree, Blackfoot, Metis, Nakota Sioux, Iroquois, Dene, Ojibway/Saulteaux/Anishinaabe, Inuit, and many others whose histories, languages, and cultures continue to influence our vibrant community.



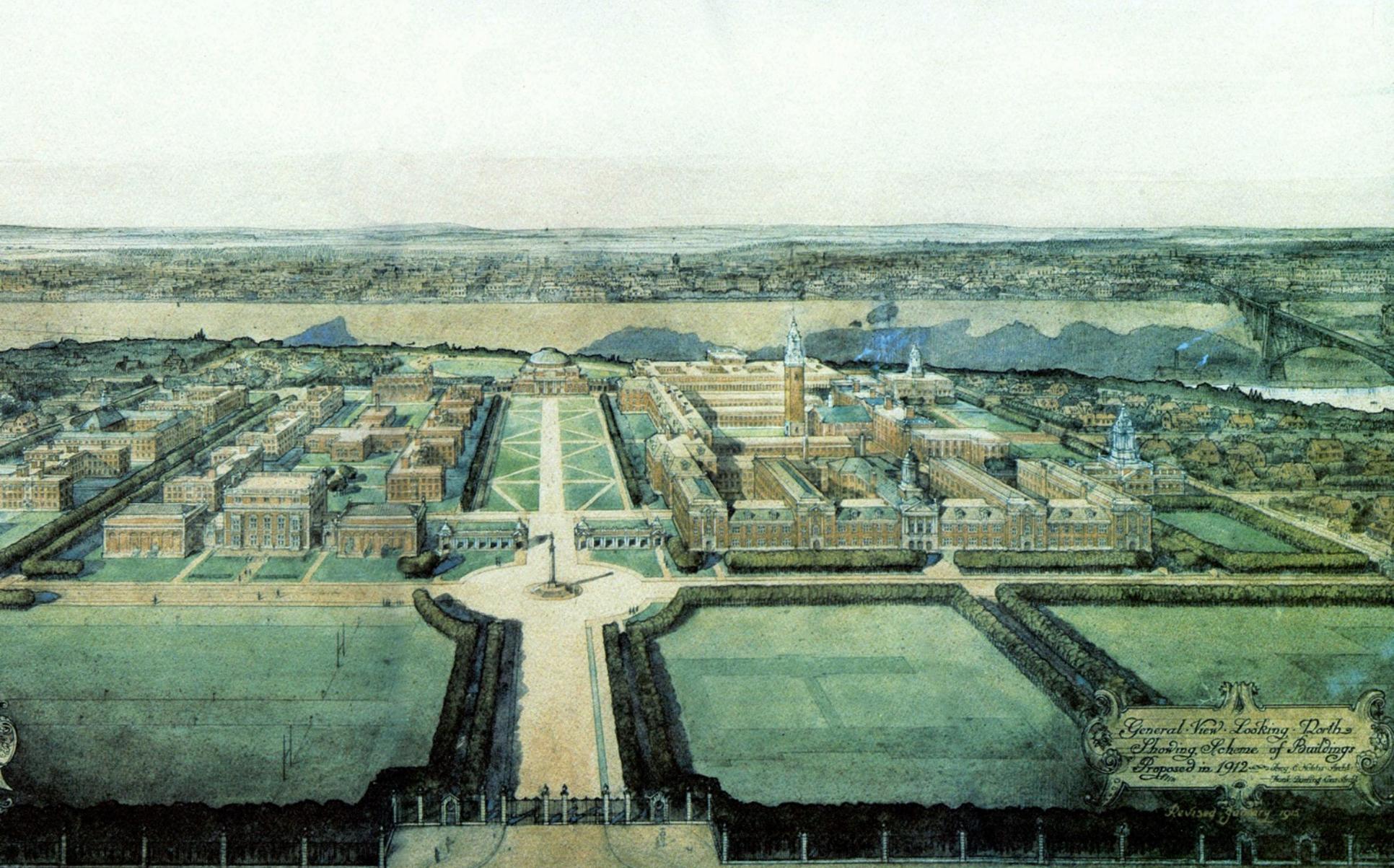
Overview

Presentation from
Andrew Sharman
(20 mins)

Questions and
discussion
(30–35 mins)

Next steps
and wrap-up
(5 mins)





*General View Looking North
Showing Scheme of Buildings
Proposed in 1912
Designed by C. McKim Smith
Head, Building Committee*

Revised January 1914



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

1.8 MILLION SQ. METRES
of **INFRASTRUCTURE**

OLDEST & LARGEST
university in **ALBERTA**

490 BUILDINGS
on **5 CAMPUSES**

Total value of buildings is
\$7.25 BILLION

CURRENT
deferred maintenance is
\$353 MILLION

5-YEAR PROJECTION
of deferred maintenance is
\$972 MILLION



Context

Several buildings
pre-date World War I

Ever-evolving pedagogies
require constant reimagining
of how space is used

Greater than 50% was built in the post-war (1951-75) and
modern (1976-90) eras (lower construction standards)



Going forward

Demand has always exceeded resources
(capital and maintenance)

Typical life span is
50–60 years

Many buildings' critical
systems are at risk of failure

Make evidence-based
decisions that best
serve our academic and
research mission



Integrated Asset Management Strategy

Long-term roadmap

Balances risks, opportunities, and fiscal environment

There are 14 principles in four baskets.

Ensure decisions are rooted in the institution's mission, principles, and goals

Living document that informs annual planning





Student success, life experience, research, and scholarship

1. Campus spaces foster positive student learning and living experiences.
2. Building assets that positively contribute to teaching, research, and service.
3. We endeavour 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































Athabasca Hall
Athabasca Hall



Typology of an academic building

Purpose built

Functional program driven

Tailored design

Integrated to
campus open space



Typology of a commercial tall building

Cost and space
efficiency driven

Flexibility

Multiple tenancy

Core and shell
development

Occupant (tenant) fit-out



Transformation

Vertical university

Planning and design with a long-term asset management discipline

Balancing academic functional program with space stewardship, flexibility, and adaptability

Bringing many different components and experiences together

Taking an urban design approach: accessibility, connectivity, proximity, transparency, and natural light

Institutional history, cultural identity, and student life

Leadership in stewarding smart growth principles



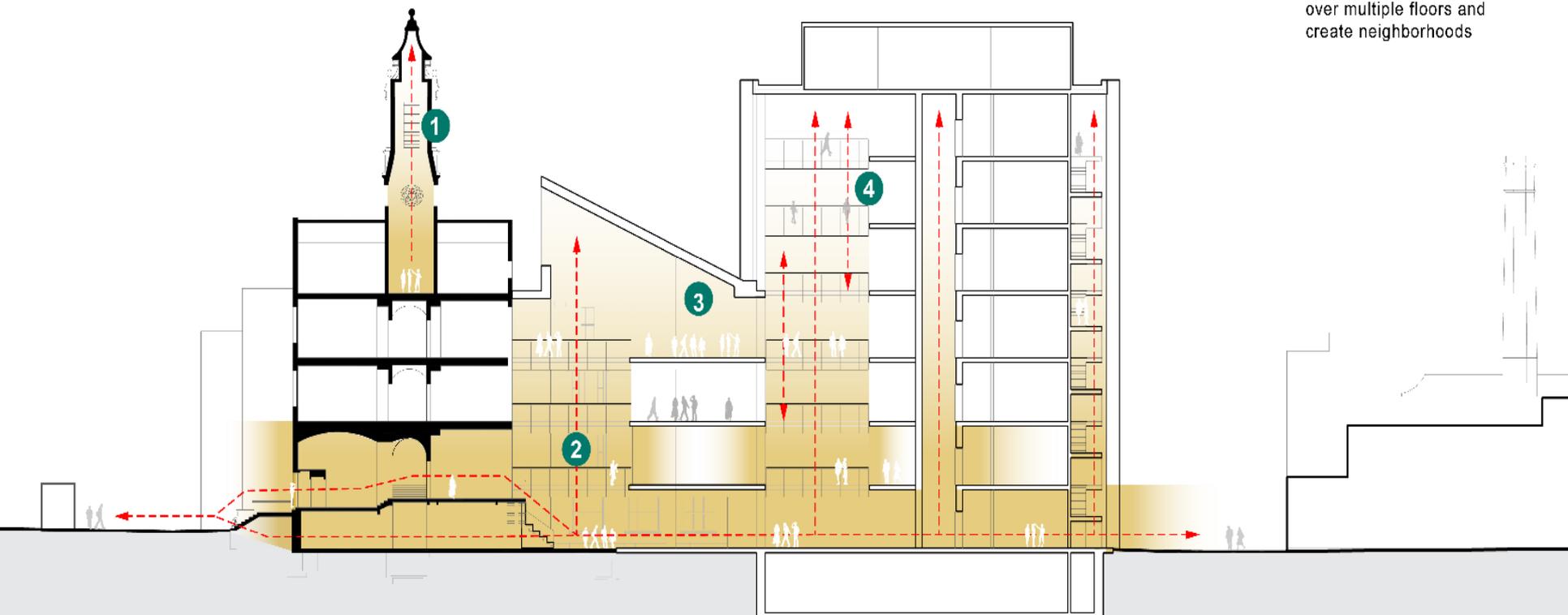
GENERAL PROGRAM CATEGORIES

- UNIVERSITY PUBLIC REALM** → University public realm spaces are frequented by all members of the campus community; students, faculty and staff. They are open and interactive spaces.
These spaces provide amenities that are focused on academic mission and campus life programming. They are welcoming, inclusive and can range from quiet to active uses, as well as special functions.
- STUDENT SUCCESS** → These spaces directly support student success and achievement. They are destinations within the campus. Potential programming including information, administrative functions, registrar, etc
- GENERAL OFFICE** → Currently the office space includes both executive and general purpose office space. They are efficient, functional and adaptable.
- SPECIAL CHARACTER** → These area spaces currently identified by the design team as character defining within the 1922 building. They represent the legacy of the institution and would likely have public facing functions.
- SUPPORT SERVICE** → These spaces include back of house support functions including washrooms, mechanical and electrical services, storage, maintenance, and loading functions.

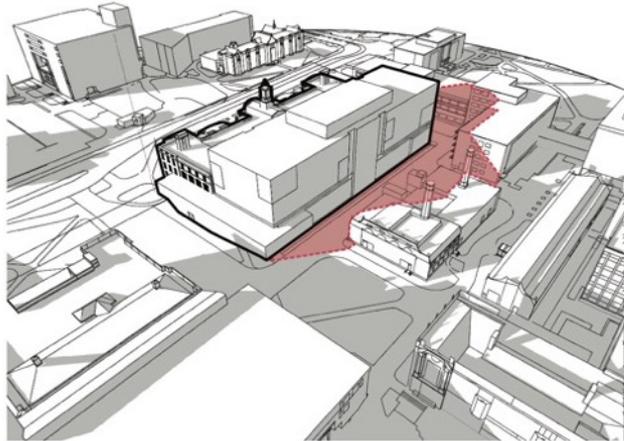
Generalized Spaces



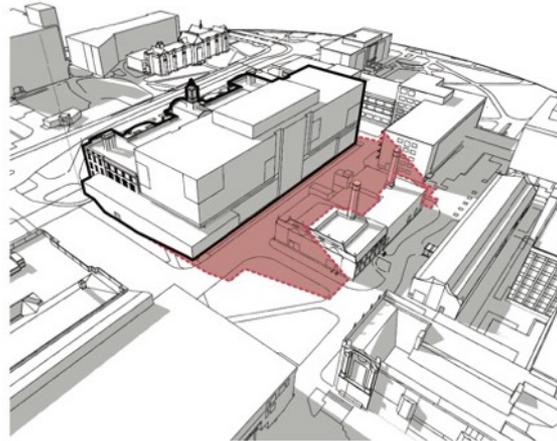
- 1 Engage character defining spaces
- 2 Interconnected public spaces as campus crossroads
- 3 Community room
- 4 2 to 3 storey stair interconnections to facilitate connectivity between users over multiple floors and create neighborhoods



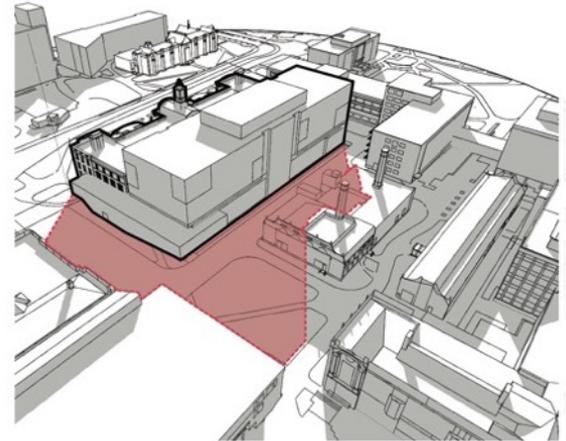
March 9 am



March Noon



March 4 pm

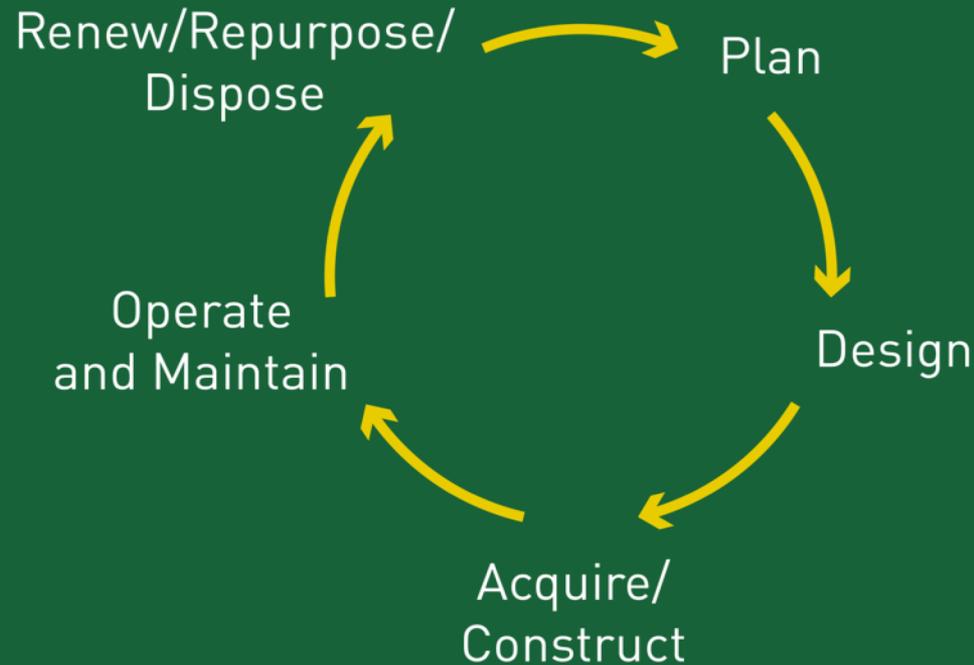








Life cycle of an infrastructure asset (average of 50 years)





Next steps

Governance review through
General Faculties Council
and Board of Governors

Presentation on
IAMS website
bit.ly/CareForOurCampus

Opportunity to submit further
comments or questions
(two weeks)

FAQ will be posted
capturing common
themes and questions

