



<b>SUBJECT</b>	Renewal of Jack Bell Building for the School of Social Work (Routine Capital) – Board 1
<b>SUBMITTED TO</b>	Property Committee
<b>MEETING DATE</b>	March 16, 2022
<b>SESSION CLASSIFICATION</b>	Recommended session criteria from Board Meetings Policy: OPEN
<b>REQUEST</b>	<p>APPROVAL REQUESTED</p> <p>IT IS HEREBY RESOLVED that the Property Committee recommends that the Board of Governors grant BOARD 1 approval for the Renewal of Jack Bell Building for the School of Social Work (Routine Capital) as follows:</p> <ul style="list-style-type: none"><li>i. approval of project in principle;</li><li>ii. approval of preliminary program and schedule;</li><li>iii. approval of location;</li><li>iv. approval of preliminary capital budget of \$27,000,000 and operating costs as set out in the Appendices of this submission;</li><li>v. approval of funding source – Routine Capital (75% Ministry of Advanced Education and Skills Training and 25% UBC match);</li><li>vi. authorization to proceed to schematic design; and</li><li>vii. approval of funding release of \$800,000 for the next stage of project development.</li></ul>
<b>LEAD EXECUTIVE</b>	Peter Smailes, Vice-President Finance & Operations
<b>SUPPORTED BY</b>	Andrew Szeri, Provost and Vice-President Academic, UBC Vancouver Gage Averill, Dean of Arts Moura Quayle, Vice-Provost and Associate Vice-President Academic Affairs John Metras, Associate Vice-President Facilities Jennifer Sanguinetti, Managing Director, Infrastructure Development

## PRIOR SUBMISSIONS

The subject matter of this submission has not previously been considered by the Property Committee.

## EXECUTIVE SUMMARY

In accordance with the [Capital Projects Policy](#), this Board 1 approval request for Renewal of the Jack Bell Building for the School of Social Work is provided as part of the project management process for construction projects over \$5,000,000. The Board of Governors has delegated to the Property Committee the authority to make decisions on its behalf for construction projects between \$5 million and \$20 million. The aggregate estimated value of Renewal of the Jack Bell Building for the School of Social Work is \$27,000,000.

## Background and Rationale

In 2015, the Ministry of Advanced Education and Skills Training (AEST) provided UBC with notice of a three-year significant increase in Routine Capital funding, starting with fiscal year 2016-17. AEST specified that these funds be directed toward the improvement (reduction) of Facilities Condition Index (FCI) for core academic facilities and that the projects be cost-shared between AEST and UBC on a 75%/25% basis. Since 2016, AEST has provided annual funding of \$35,593,000 with a rolling three-year notional commitment to continue funding at this level.

The most recent renewal of this funding commitment was May 2021, which included notional funding commitment through fiscal year 2023-2024. UBC anticipates receiving the same AEST funding commitment in spring 2022, along with notional funding commitment through 2024-25.

The Routine Capital Steering Committee develops annual project lists based on facility condition assessment and input from department administrators supporting building user priorities. The program also undertakes multi-year, whole building renewal projects in order to address the full range of deferred maintenance items, seismic upgrade requirements and facility modernization. UBC has fully renewed fifteen buildings in the past 20 years and the economic and environmental benefits of this type of project are clear, however experience has also taught that not all buildings are appropriate candidates for renewal. Representatives from the full UBC Facilities team undertook an in-depth technical, strategic and financial analysis of potential building renewal candidates, and propose the Jack Bell Building for the School of Social Work (Jack Bell) as the next full building renewal under the Routine Capital program. Refer to *Supplemental Materials 1: Whole Building Renewal – Building Selection Process* for more detail.

### Project Description

The 3,041-gross square metre (32,733 gross square foot) Jack Bell Building was constructed in 1992 at the corner of West Mall and University Boulevard as a dedicated home for UBC's School of Social Work (SOWK). Founded in 1929, UBC's SOWK is the oldest social work education program in British Columbia and the second oldest in Canada. Building upon a foundation of social justice and an ethic of care, the School is a community of learners actively engaged in the development of critical, transformative knowledge for social work practice. The School's Bachelor of Social Work and Master of Social Work programs are fully accredited by the Canadian Association of Social Work Education with regular one-on-one contact between faculty and students, and field education practicum placements that are suited to individual learning goals. Faculty are engaged locally and globally in research and community building in a diverse range of settings with strong links to government, professional, and community organizations.

The School of Social Work resides within the Faculty of Arts, which is a research-intensive faculty encompassing internationally renowned programs in the social sciences, humanities, creative and performing arts, and professional schools. The Faculty is facing increasingly critical space pressures to accommodate new faculty and staff, and intensively uses all available space to meet these demands. Jack Bell space not required by the SOWK is allocated to specific research faculty and graduate student teams who would otherwise have no space.

Although Jack Bell is only 30 years old, it is a very high seismic risk and has an FCI of 0.63 (poor condition). The 1990's "leaky condo" era stucco building envelope performs particularly poorly, with multiple leaks evident, and a 2019 consultant study recommended prompt and complete replacement of the cladding system and windows before the situation deteriorates further. This invasive work would necessitate the relocation of the building occupants, presenting an opportunity to seismically upgrade the vulnerable building, mitigate the complete deferred maintenance backlog, and reconfigure spaces in the building to support modern research and teaching pedagogy.

Renewal of Jack Bell is critical to providing a healthy, safe and modern learning and working environment for the occupants, who will be moved to swing space for the duration of the construction project. Project scope will include:

- All new energy-efficient and high-performance building envelope in support of UBC's Climate Action Plan;
- Seismic upgrade to meet UBC targets for resilience performance;
- Replacement of end-of-life building finishes and systems;
- Code, fire and life safety upgrades;
- Reconfiguration to support modern programs, pedagogy, and activities;
- LEED Gold certification.

Renewal of Jack Bell is strongly aligned with all four core areas of UBC’s strategic plan *Shaping the Next Century 2018-2028*, [UBC Strategic Plan, 2018-2028](#), and in particular:

- People and Places – Strategy 2: Inspiring Spaces and Strategy 3: Thriving Communities
- Research Excellence – Strategy 7: Research Support
- Transformative Learning – Strategy 13: Practical Learning and Strategy 15: Student Experience
- Local and Global Engagement – Strategy 16: Public Relevance, and Strategy 17: Indigenous Engagement

### Preliminary Program

Jack Bell houses all the teaching, research and administrative activities of UBC Vancouver’s School of Social Work, general Faculty of Arts research space and some General Use classrooms. The Faculty of Arts engaged Resource Planning Group (RPG) to develop a functional program for modernized space configuration within the existing building footprint. The renewal project will aim to maximize space for the building’s academic program needs while upgrading building systems to current Code and UBC standards. The Faculty of Arts has identified the “Arts Assignable Research Space” as a component which may fluctuate in area if required as design develops and actual modernized gross-up area requirements are determined.

Component	Net Area (square metres)	Net Area (square feet)
General Use Classrooms (flat floor)	416	
School of Social Work		
Office and support (meeting rooms, lounge, etc)	666	
Research dry lab	145	
Arts Assignable research offices and support	224	
Common space (informal learning space, conference rm)	105	
Building support	64	
<b>Existing Total Building Net Area</b>	<b>1,620</b>	<b>17,438</b>
Existing Gross-up incl WC's, circulation etc.	1,421	15,295
<b>TOTAL Existing Building Gross Area</b>	<b>3,041</b>	<b>32,733</b>

### Preliminary Capital and Operating Budgets

#### Preliminary Capital Costs

Project Services (Infrastructure Development) has provided a preliminary budget of approximately \$27,000,000 to fully renew Jack Bell. This preliminary estimate is based on Project Services’ recent experience renewing the Hebb Building (completed 2020) and the MacLeod Building (in progress), and includes contingencies to account for current escalation and market uncertainties. The capital budget will be refined following schematic design. It should be noted that the unit cost of \$825 per square foot is higher than might be expected for a renewal project. The higher cost is driven by a number of factors including the smaller scale of the building, the highly articulated façade, the tight, constrained site and the expectation of higher performance for the renewed building to meet the standards laid out in the Climate Action Plan.

#### Operating Costs

While there will be no increase in building area, upgrades to mechanical and electrical systems may require an increase in the annual operations & maintenance (O&M) budget for the building over and above the current allocation. Any required increase will be brought forward at Board 3. As outlined in the UBC Space Charge System, annual O&M costs for building renewal projects funded by Provincial Routine Capital and driven by deferred maintenance are funded by the UBC Central operating budget.

## Funding Sources

The Project will be funded by the Routine Capital program. The preliminary project budget estimate aligns with the available Routine Capital funding envelope and multi-year financial planning. There is always the possibility that future funding from government will not materialize, but all indications point to sustained AEST Routine Capital funding. UBC anticipates receiving the next notional three-year funding commitment from AEST in spring 2022 and will maintain close communication with AEST to gauge the likelihood of a significant reduction of funding in future years. The Faculty of Arts will fund any furniture, audio/visual technology or card access upgrades not eligible for Routine Capital funding.

*Renewal of Jack Bell Building -- Capital Funding and Anticipated Cash Flow:*

Funding Source	2022/23	2023/24	2024/25	2025/26	Total
AEST 75%	750,000	1,500,000	14,250,000	3,750,000	\$20,250,000
UBC 25%	250,000	500,000	4,750,000	1,250,000	\$6,750,000
<b>TOTAL</b>	<b>\$1,000,000</b>	<b>\$2,000,000</b>	<b>\$19,000,000</b>	<b>\$5,000,000</b>	<b>\$27,000,000</b>

## Sustainability Targets

The building will target LEED Gold certification as a minimum, with defined greenhouse gas emission (GHG) and energy use intensity (EUI) targets in support of UBC's Climate Action Plan, and additional strategies explored with UBC Sustainability and the design team. Specific GHG emission reduction and EUI information for the project will be provided at Board 3 once detailed design is complete. The project continues UBC's commitment to building renewal, a sustainable building practice that avoids sending building materials to the landfill, and saves the energy and resources that would be required to produce new materials.

Promotion of inclusion and equity are integral to School of Social Work values, and the project team will pursue design strategies that provide enhanced accessibility.

## Risks

- Renovations of existing buildings involve inherent cost and schedule risks due to potential unknown conditions or hazardous materials. A 10% construction contingency is included in the preliminary project budget to account for these unknown conditions.
- Current market conditions remain uncertain given ongoing COVID-related supply chain and labour issues. An escalation contingency of \$2.42 million is included in the preliminary project budget to address this risk.
- Jack Bell is located in tight surroundings on a busy corner, and the project's targeted construction schedule is similar to that of the proposed Sauder Expansion project. The two projects are in close proximity and may be vying for the same site access and lay down areas. Close coordination between the two projects will be critical for their mutual success.

## Preliminary Schedule

The following preliminary schedule has been developed with Project Services (Infrastructure Development):

Milestone	Target date
Executive 1+2	November 2021
Executive 3	February 2022
Board 1	March 2022
Board 2	December 2022
Board 3	December 2023
Construction Start	January 2024
Occupancy	August 2025
Board 4	September 2027

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## APPENDICES

1. Context Map of Location
2. Preliminary Capital Budget

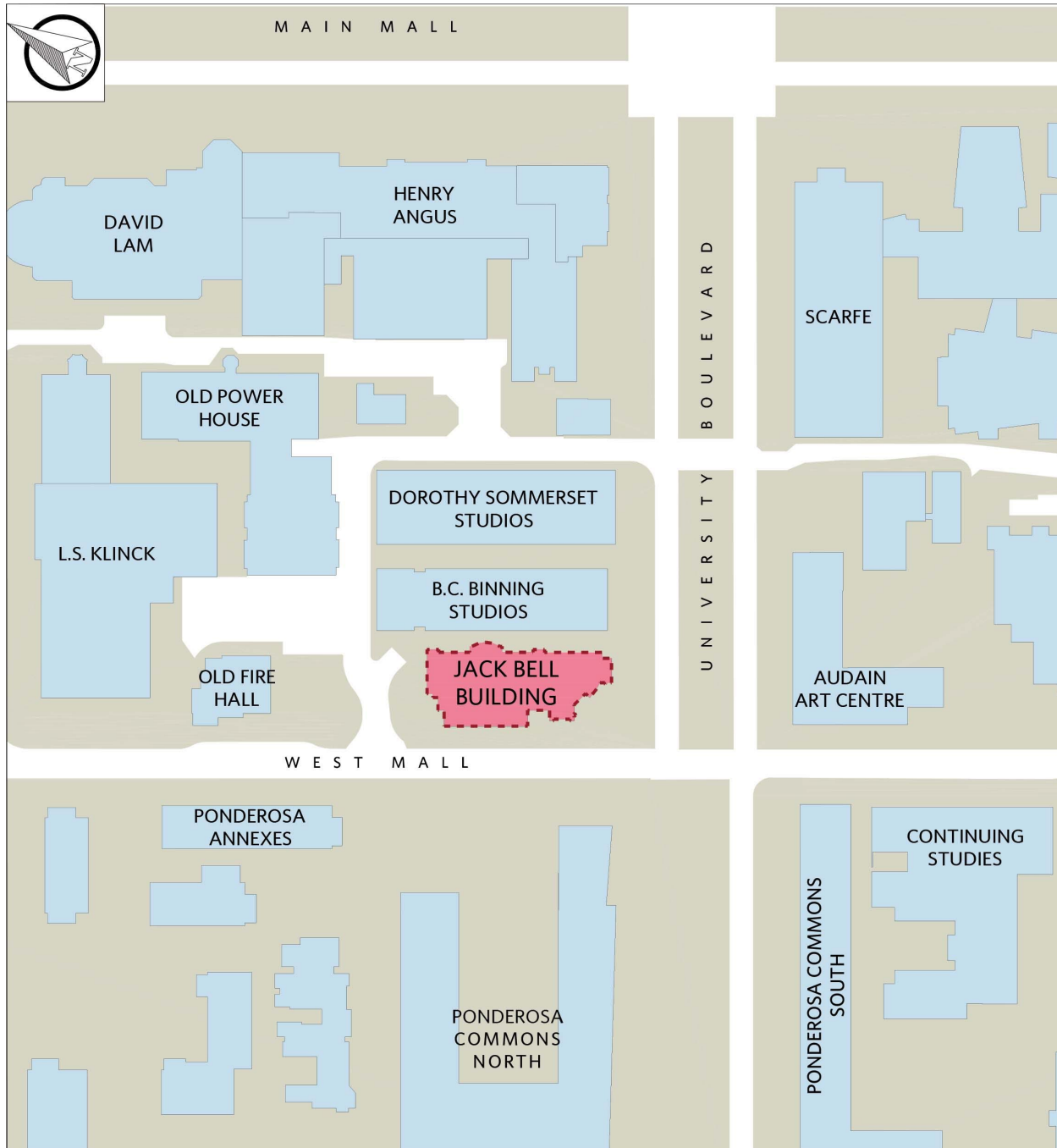
## PRESENTATIONS

1. Renewal of the Jack bell Building for the School of Social Work – Board 1

## SUPPLEMENTAL MATERIALS (optional reading for Governors)

1. Whole Building Renewal – Building Selection Process
2. Images of Building Envelope

## Appendix 1 – Context Location Map



## Appendix 2 – Preliminary Capital Budget

Project Services (Infrastructure Development) has provided the following project cost estimate for the Renewal of the Jack Bell Building for the School of Social Work. This is a class D estimate with an accuracy of +/-20-30%.

Project Capital Cost Breakdown	\$ Costs
<b>Construction Costs</b>	
Construction	16,189,000
Construction Contingency – 10%	1,619,000
<b>Construction Costs Subtotal</b>	<b>17,808,000</b>
<b>Cash Allowances</b>	
FF+E	340,000
Service Requests to UBC Facilities	75,000
UBC IT/AV/Secure Access	1,325,000
Signage/Moving	265,000
<b>Cash Allowances Subtotal</b>	<b>2,005,000</b>
<b>Soft Costs</b>	
Consultants	2,445,000
Project Management	1,140,000
Inspection & Testing	245,000
Permits/Disbursements	178,000
Insurance/Legal	120,000
<b>Soft Costs Subtotal</b>	<b>4,128,000</b>
<b>Building Total</b>	<b>23,941,000</b>
Escalation contingency	2,425,000
GST	350,000
Retained Risk Fee	263,000
<b>Project Total</b>	<b>\$26,978,000</b>
<i>Gross Building Area (Square Feet)</i>	<i>32,733</i>
<i>Cost per Square foot (\$/SF)</i>	<i>\$824</i>





# **Jack Bell Building Renewal (Routine Capital) Board 1**

March 16, 2022

**John Metras, Associate Vice-President Facilities**





# Introduction and summary



Proposed Jack Bell Building Renewal project will:

- Renew a very high seismic risk building with a failing envelope in urgent need of replacement
- Improve energy performance in line with Climate Action Plan; upgrade accessibility, life safety & fire systems
- Reconfigure the spaces to support modern programs, pedagogy, and activities

# Additional details



- Team has worked with Faculty of Arts to identify program optimizations; Faculty of Arts will fund any upgrades not eligible under Routine Capital
- Multi-year project; have notional approval for first two years and anticipate further AEST support
- One of top seismic priority buildings for campus

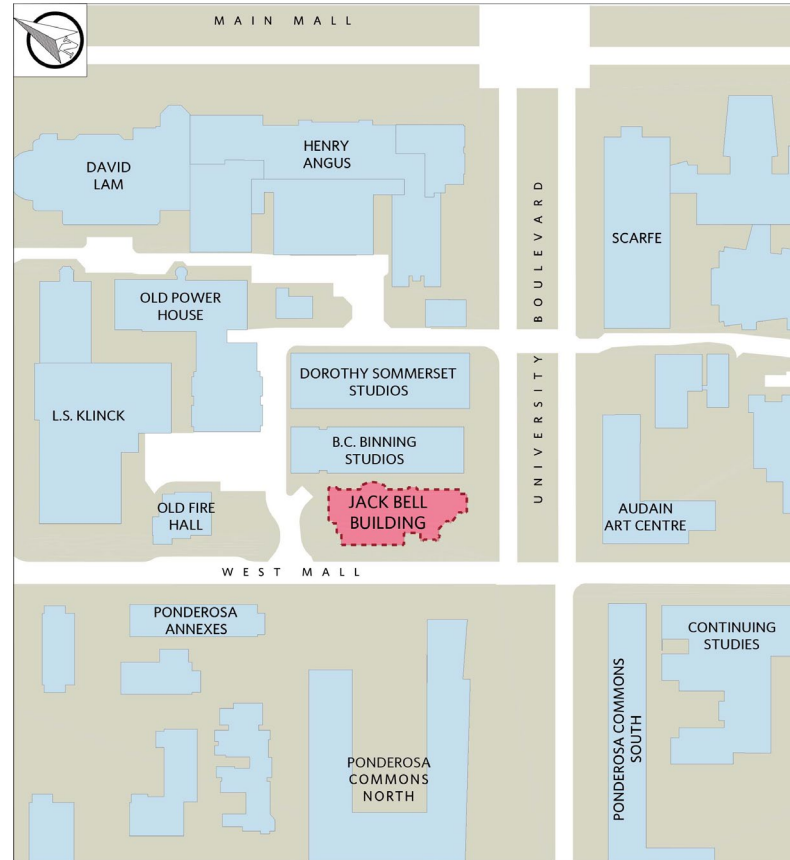
## Additional details



Total project cost estimated at \$27.0 million:

- Funded 75% by AEST with remainder from UBC Routine Capital match
- AEST understands multi-year commitment & has indicated support for duration of the project

# Additional details – Site Plan



# Discussion and decision points



- Board 1 approval of Jack Bell Renewal 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 \$27,000,000 & operating costs;
  5. approval of the funding source (75% AEST/25% UBC);
  6. authorization to proceed to architect selection and schematic design;  
and
  7. funding release of \$800,000 to commence schematic design.



**Supplemental Materials 1 – Whole Building Renewal – Building Selection Process**

In order to determine an appropriate candidate for whole building renewal, UBC Facilities starts with a technical evaluation of the older buildings on campus. This evaluation is undertaken by a group that includes representatives from the entire Facilities team, including architectural and seismic experts, the project management team, capital planning team, facilities planning team, energy and operations teams (who flag the maintenance/end-of-life issues), as well as Campus and Community Planning for sustainability and heritage planning. This technical team creates a shortlist of possible projects. The shortlisting criteria include the need for repair/replacement of major components, the seismic need coupled with a viable plan for seismic renewal, construction viability, heritage concerns, swing space availability, cash flow for the Routine Capital program based on the other renewals already under way and a maximum estimated price tag of less than \$50 million (at the request of the Ministry of Advanced Education and Skills Training).

The shortlist is reviewed by the Provost's office for alignment with the academic mission and confirmation of a preferred project. Following this analysis, Infrastructure Development engages in a very high-level discussion with the relevant Faculty facilities representative, as well as the department head or Dean to ensure that they are supportive of the project moving forward and to identify any potential synergies with their future plans. The project is then brought forward for Executive 1+2 approval before undertaking more detailed programming and planning.

**Supplemental Materials 2 – Images of Building Envelope Showing Deterioration**



