



a place of mind  
THE UNIVERSITY OF BRITISH COLUMBIA

**REPORT TO THE BOARD OF GOVERNORS**

**SUBJECT UBC LIFE BUILDING (OLD SUB RE-USE)**

**MEETING DATE NOVEMBER 26, 2013**

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

**APPROVED FOR  
SUBMISSION**

Stephen J. Toope, President and Vice-Chancellor

**Presented By** Louise Cowin, Vice-President Students  
 Pierre Ouillet, Vice-President Finance, Resources & Operations  
 Janet Teasdale, Managing Director, Student Development & Services  
 Ashley Howard, Managing Director, Athletics & Recreation  
 Andrew Parr, Managing Director, Student Housing & Hospitality Services  
 John Metras, Managing Director, Infrastructure Development  
 Peter Smailes, Treasurer  
 Al Poettcker, President & CEO, UBC Properties Trust

**Report Date** November 1, 2013

**DECISION REQUESTED** **IT IS HEREBY REQUESTED that the UBC Board of Governors approve BOARD 1 for the UBC Life Building (Old SUB Re-Use) project with authorization to engage a prime consultant and for a \$500,000 funding release to undertake schematic design.**

Preliminary Capital Budget	\$58,250,000
Preliminary Operating Budget	Included in report
Preliminary Schedule	
Project in Principle	
Location	
Consultant Selection	
Program	
Proceed to Schematic Design	
Funding Release	\$500,000

**Information**  
Expenses to Date: \$0

**EXECUTIVE SUMMARY**

The “UBC Life” building will be a hub for the provision of essential student services including counseling, health and wellbeing programs, academic and career advising, international and experiential learning, athletic facilities, food services and informal learning spaces, all of which help to ensure the success of our undergraduate and graduate students. The goal is to consolidate and integrate these services, most of which are now distributed across campus in inadequate facilities, in order to better support the diversity of student needs, increase peer connections, enrich international and intercultural student life, and help build a strong, healthy UBC community.

The UBC Life Building will be at the geographic heart of the campus re-using the Old Student Union Building (SUB) after the AMS moves to the New SUB in November 2014. The project scope includes building systems renewal and tenant improvements totaling \$58.25 million. Renovations to AMS retained and shared space in the Old SUB basement will be broken out as part of this work, however the scope for this AMS component will be funded under the separate New SUB project budget.

The UBC operating budget has the capacity, made possible through the Vantage College dividend, to service an internal loan for the project of up to \$54M. Various sources, including SHHS (Food Services) and Athletics & Recreation, will cover the remaining \$4.25M in project capital costs.

UBC Properties Trust will manage the project. The project is targeted for completion in June 2016.

**Place and Promise** The University provides the opportunity for transformative student learning through  
**COMMITMENT(s)** outstanding teaching and research, enriched educational experiences, and rewarding campus life.

**Place and Promise** Goal: Strengthen efforts to promote student success.  
**ACTION(s)** Action: Develop and implement initiatives that support student engagement and achievement  
 Action: Review and improve advising functions at UBC

Goal: Support student well-being, personal development and outstanding campus life.  
 Action: Continue the expansion of informal learning space and on-campus work opportunities, and implement Collegia locations for students who commute  
 Action: Increase support for student health and wellbeing, with a specific focus on mental health  
 Action: Build a Centre of Social Sustainability and Wellbeing in the old SUB on the Vancouver campus

**Description & Vision****Rationale**

The vision is to utilize the Old SUB to create a central hub for student life – the UBC Life building – where students can easily access services and programs that will help ensure their success at UBC. Conveniently located between the New Student Union Building and Brock Hall, the UBC Life building will include key program elements such as a Wellness Centre with Counselling Services and some functions of Student Health Services, an integrated service desk for Enrolment Services, IT Help, Student Events, Experiential Learning including community service learning and Go Global, a Security help desk, Collegia for commuter students, International Student Advising, a Fitness Centre and potentially a Racquets Centre for squash, badminton and table tennis, and a range of food service outlets. These University-provided services complement, but do not duplicate, services provided by the AMS in the New SUB. The scope of these services has increased over the last 25 years as a result of the changing student body, most prominently the increase in internationalization, and the changes within the provision and expectations of a university education. The VP Students Office will also relocate from the Old Administration Building to the UBC Life building to further strengthen its connection with the student community and the student services portfolio. This project is one several current initiatives that will help enhance the student experience - a key strategy for UBC to remain competitive in the global higher education market.

**Need**

Student services are currently dispersed in multiple locations across campus (see Attachment 2). Many of these facilities have insufficient space to meet current demand and have significant deferred maintenance deficiencies and in some specific cases, such as International House, major seismic deficiencies. No major capital funding has been invested in dedicated student services space since the Brock Hall East Wing was completed in 1993. Student services, which are the scaffolding of many students' success at times in their UBC lives, have had dormant facilities with new services located in a piecemeal fashion in available space. The physical infrastructure significantly constrains the University's ability to serve students.

In the meantime, the competition and pressure on students to succeed has increased and it is not unusual for students to feel anxious and isolated. Easily accessible service delivery for health, wellbeing, student engagement and advising programs is essential. At Brock Hall, Counselling Services' space is insufficient for increasing demand, which now exceeds 2,700 students per year, and there is no appropriate space for additional and required counsellors. New forms of experiential learning have taken shape over the last decade, such as community service learning which involves more than 4,000 students each year, and is currently housed in temporary space. Likewise, the level of participation of UBC Vancouver students in international exchange and study abroad programs has increased from 63 students in 1993 to 1,793 students in 2012 and UBC aspires to continued annual growth in the level of engagement.

Physical exercise is a fundamental component of both physical and mental health. All existing campus fitness facilities are over-subscribed. The BirdCoop in the Student Recreation Centre has 5,500 current members, but interest is far greater than the existing capacity. Students often have to wait to access the BirdCoop as only 140 students are able to work out at any given time and it is full to capacity most hours each day. At 7,500ft<sup>2</sup>, UBC's total fitness centre size is significantly smaller than other B.C. universities (UVIC

18,000ft<sup>2</sup>, SFU 12,000ft<sup>2</sup>). Students, faculty and staff are asking for more fitness facilities, as well as rehab and physical therapy services, to meet the demand.

Approximately 50% of UBC's first year domestic students live off campus. About 80% of those students experience a commute of more than an hour each day, and some of those students experience the longest commute time in Canada. These students are essentially living out of their backpacks for long hours each day. UBC's goal is to offer every first year student either a space in Residence or a space in a Collegium where they can benefit from senior peer mentorship, individualized support in their first year, and clearer channels to access campus involvement. Collegia are bases where commuter students can rest between classes, microwave home meals, study, meet friends and work informally with them. The first Collegium at Ponderosa Commons has proven very successful but it is estimated that a total of eight Collegia are required to accommodate demand. Two Collegia are proposed in the UBC Life building.

Students also have more transactional or technical needs for advice related to Enrolment, IT, Events, Security and various Advising requirements. These functions are now spread across campus. Co-location of such services is also intended to bring about further improvements in service delivery for students and to better serve faculties and departments in their desire to support student success.

With the increasing draw of international students to UBC, essential orientation and advising services for our international students, now located at the edge of campus at International House, must be brought to central campus. Locating services together for all students strengthens and encourages the university's commitment to global learning and international inclusion. This will allow International House, which has insufficient space and poor layout for current needs and has been assessed as a very high seismic risk, to be decommissioned and ultimately demolished.

Likewise, the relocation of VP Students Office from the Old Administration building (OAB) into the UBC Life building will allow the problematic OAB west addition to be demolished and the balance of the building seismically upgraded. Relocating the VP Students Office centrally and accessibly with student programs and services reinforces that UBC highly values the welfare of its students.

### **Old SUB**

The Old SUB, which will be largely vacated when the Alma Mater Society (AMS) moves into the New SUB in Fall 2014, provides an excellent opportunity to consolidate student services in an accessible, central location adjacent to complementary student-oriented facilities such as the New SUB, Brock Hall, Student Recreation Centre and the new Aquatic Centre. Existing UBC Food Services space (Pacific Spirit Place) within the Old SUB will reduce in area from 2,303m<sup>2</sup> to 1,453.9m<sup>2</sup>, hence providing additional space for the new student services but reducing the number of food concepts from 9 to 5 and the seating capacity from 900 to 350 seats. New AMS services and food service expansion elsewhere on campus will replace this reduction.

The space available for re-use in the Old SUB totals 14,911m<sup>2</sup> (160,500ft<sup>2</sup>). The AMS will retain a further 4,755m<sup>2</sup> for sole and shared use in the Basement. An additional 529m<sup>2</sup> (5,695ft<sup>2</sup>) in 2<sup>nd</sup> floor balcony space may be enclosed for added internal space, improved look to exterior façade and installation of new energy efficient glazing. The Old SUB was built in 1968 with additions in 1981 and 1984. The architectural and structural systems of

the building are in acceptable condition. Overall, the building mechanical and electrical systems are in workable condition. However, most original mechanical and electrical components are still in use, having never been replaced, so have surpassed their useful lives and must now be renewed.

### Preliminary Functional Program

The functional program summarized below was developed by Infrastructure Development with input from VP Student Office, Student Development Services, Student Housing & Hospitality Services, and Athletics & Recreation.

THE UBC LIFE FUNCTIONAL PROGRAM		Program m2	ft2
Program Component			
1.0 Public Domain		3,509	
	Concourse		
	Collegia		
	Food Services		
	Integrated Services Desk		
	Enrolment Services, Student Events, IT Help		
	Smart Kiosk, Experiential Learning		
	Well-being		
	Security Help Desk/ Lost & Found		
	Exhibition/Informal Learning Space		
	Flexible Learning Initiative Recording Rooms		
2.0 Wellness Centre		1,468	
	Counselling Services		
	Student Health Services		
	Health Programs Promotion: Nurse on Campus		
	Wellness Peer Educators		
	Chaplains		
3.0 Recreation		2,695	
	Fitness Centre		
	Athletics Service Retail		
	Racquets Centre		
4.0 International and Campus Diversity		1,174	
	International Student Development		
	Access and Diversity		
5.0 Office of the VP Students		335	
6.0 Experiential Learning		556	
	Centre for Engaged Learning		
	Go Global		
	Centre for Student Involvement & Careers		
7.0 UBC Security		619	
8.0 Building Support		401	
Total Component Gross Area		10,757	115,782
Gross-up		4,154	
<b>Total Gross Area</b>		<b>14,911</b>	<b>160,495</b>
AMS Retained/Shared Area		4,755	
Reclaimed Balcony Space		529	
<b>Total Gross Building Area</b>		<b>20,195</b>	<b>217,372</b>

### Consultant Selection

The prime consultant for the project will be selected from the following shortlist:

- Acton Ostry Architects
- DIALOG
- Perkins & Will

**COSTS PRELIMINARY CAPITAL BUDGET**

Capital &  
Lifecycle Operating

This cost estimate was prepared by UBC Properties Trust based on the preliminary functional program. Costs include building system renewal and tenant improvements to accommodate proposed constituent groups and uses. Allowances have been made for provision of natural light for the main floor concourse as well as for improvements to the building exterior by enclosing 2<sup>nd</sup> floor balcony and adding efficient new glazing. Building systems renewal including architectural systems (i.e. roof, windows, interior finishing, as well as electrical and mechanical) comprise approximately 55% of the overall cost. Renovations to AMS retained and shared space in the basement will be broken out as part of this work, however the cost for this AMS component is covered under the separate New SUB project budget.

**Preliminary Capital Budget**

Component	Capital Cost \$	\$/sf*
Construction	78%	
Construction - renovation (includes CM fee and GC's)	\$36,065,538	\$217
Construction - new const / enclose balcony + new glazing	1,800,000	
Demolition	1,400,000	
Construction Contingency	3,050,000	
Add'l site works	200,000	
<b>Subtotal Construction</b>	<b>\$42,515,538</b>	\$256
Cash Allowances	8%	
FF+E Allowance	2,600,000	
UBC IT/AV/Security Allowance	1,900,000	
<b>Total Cash Allowances</b>	<b>\$4,500,000</b>	
Soft Costs	14%	
Consultant Budget	5,049,175	
Project Management	1,500,000	
Moving/Keying	200,000	
Permits	325,000	
Commissioning, Inspection and Testing	250,000	
Insurance and legal	200,000	
<b>Total Soft Costs</b>	<b>\$7,524,175</b>	
Project subtotal	54,539,713	
GST	912,787	
<b>Building Total</b>	<b>\$55,452,500</b>	\$334
Construction Period Financing Charges	1,035,000	
Owner Contingency	1,000,000	
Retained Risk	762,500	
<b>PROJECT TOTAL</b>	<b>\$58,250,000</b>	
AREA - reno/new (160,500sf reno + 5,695sf new)	166,195	

\*Unit costs shown are based on program area (166,195gsf) in which UBC Life tenant improvements will be undertaken. Building systems renewal will cover the full area of the building (217,377gsf).

**PRELIMINARY OPERATING BUDGET**

The annual operations and maintenance (O&M) cost for the renovated building will be \$1,869,442 based on the current unit rate of \$8.60/ft<sup>2</sup>. Given that the existing building has an annual O&M allocation of approximately \$1,200,000, the incremental new O&M cost for the renovated building is estimated to be in the order of \$670,000. As per current space chargeback protocol, specific building tenants will pay \$12 per square foot on the net space gain for their respective departments associated with this project.

**FINANCIAL PRELIMINARY FUNDING/FINANCING PLAN**

Funding Sources,  
Impact on Debt Ratios

Funding Source	
Central Operating Budget (Internal loan repaid from operating budget)	\$54,000,000
Projected Athletics funding for Gym Tenant Improvements plus Squash Court Donor Funding	\$1,750,000
Reallocation of funding previously assigned for International House renovation	\$1,000,000
Projected SHHS Funding for Food Service Tenant Improvements	\$1,500,000
<b>TOTAL UBC Life Renovation Funding</b>	<b>\$58,250,000</b>

Athletics has confirmed they will fund their share of tenant improvement costs (as well as their extra FF+E costs) for Gym Recreation space in the Basement and a potential donor has been identified to fund renovations for the new Squash Courts on the Second Floor. SHHS has confirmed funding for the Food Service tenant improvement costs. The Central contribution to the project will consist of an internal loan of up to \$54M repaid from the Central operating budget. Financing payments for a \$54M loan amortized over 30 years at 5.75% amount to \$3.8M annually. These have been accounted for in the Central operating budget and made possible by the projected Vantage College dividend. The UBC Life building is required in part to support the additional services for expanded enrolment to which Vantage College will materially contribute. The current liquidity plan has allocated up to \$60M million of internal financing for the project, which is a Priority 1B on the internal capital priorities list.

**SCHEDULE PRELIMINARY SCHEDULE**

Implementation  
Timeline

Executive 1+2	June 2013
Executive 3	July 2013
Property & Planning Advisory & Senate Academic Building Needs Committees	July 2013
Board 1	November 2013
Board 2	June 2014
Board 3	September 2014
Construction Start	October 2014
Occupancy	June 2016
Board 4	June 2018



**RISKS RISK ASSESSMENT**

Financial,  
Operational &  
Reputational

Central funding of up to \$54M is based primarily on the financial dividend from Vantage College. While the administration is confident in enrolment and revenue projections for the Vantage program, there is always a risk that projected enrolment targets may not be realized in the expected timeframe. This would create a potential funding shortfall for the UBC Life building requiring other projects supported by the Central budget to be deferred.

Scheduling for this project’s completion could be protracted if the New SUB construction is delayed. Although those moving into Old SUB are now housed elsewhere on campus, consequential projects and moves into these existing buildings could also be delayed.

**BENEFITS**

Learning, Research,  
Financial,  
Sustainability &  
Reputational

The UBC Life building will provide the following core benefits to the campus community ideally strengthening our commitment to student learning:

- Improves delivery and quality of essential student services that contribute to the wellbeing and success of our students.
- Helps build a richer student experience and stronger sense of community at UBC.
- Provides adequate space for the provision of expanded and differentiated student services that have developed over the last two decades, specifically in the areas of international student advising, new student orientation and transition, and experiential learning.
- Strengthens opportunities for international students to engage in broader campus life.
- Helps with strategy to address seismic risk in International House and OAB.
- Contributes to campus sustainability goals through renewal and reuse of an existing facility rather than building new. The project is targeted for LEED Gold certification.
- Provides new healthier, more nutritious and more diverse food options on campus.

**CONSULTATION**

Relevant Units,  
Internal & External  
Constituencies

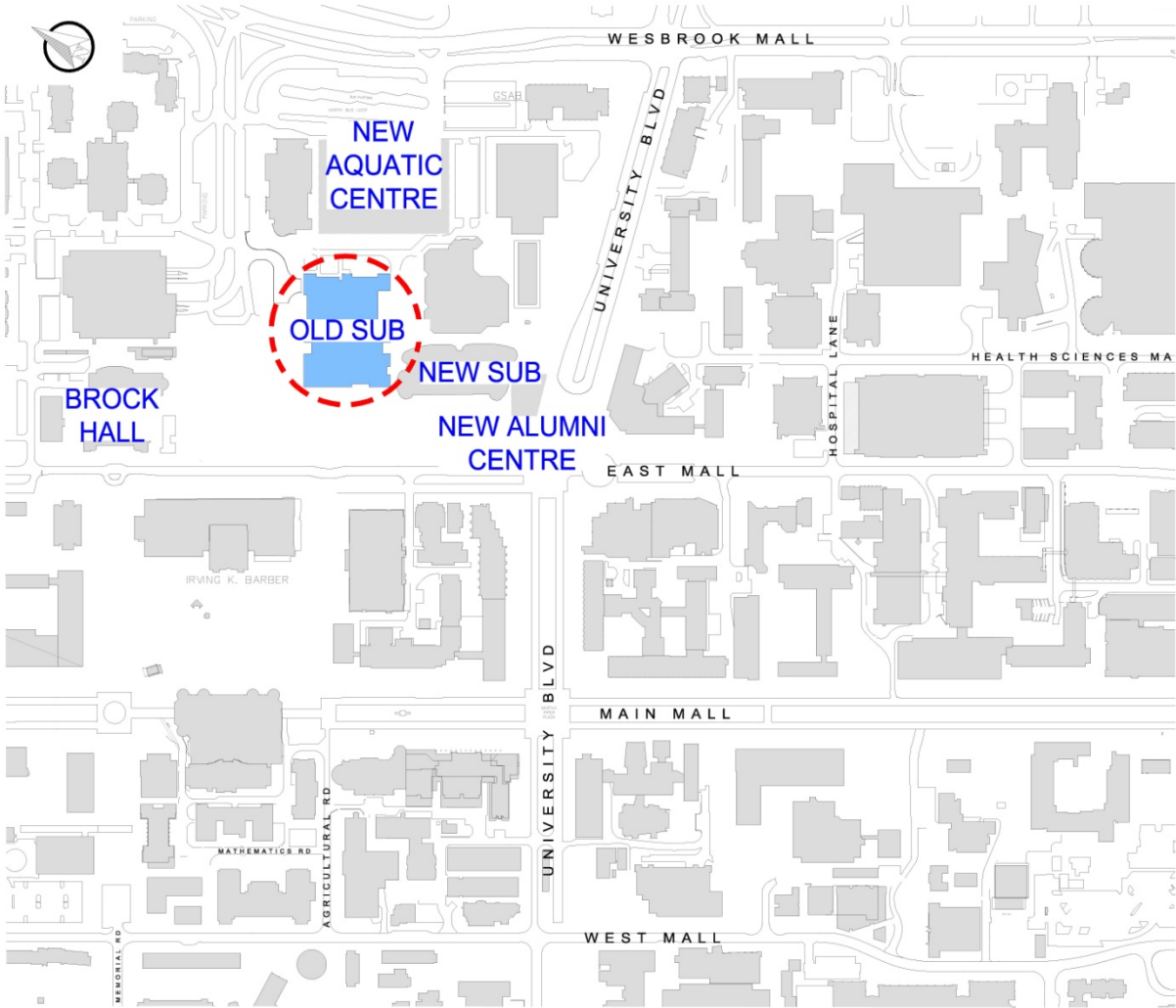
All current and planned Old SUB constituent groups have been involved in multiple rounds of consultation on the project dating back to 2011. The project was presented to the Property & Planning Advisory Committee and Senate Academic Building Needs Committee on July 16, 2013 and received unanimous support. The UBC Executive has reviewed the project and provided Executive 3 approval on July 9, 2013.

**Attachments**

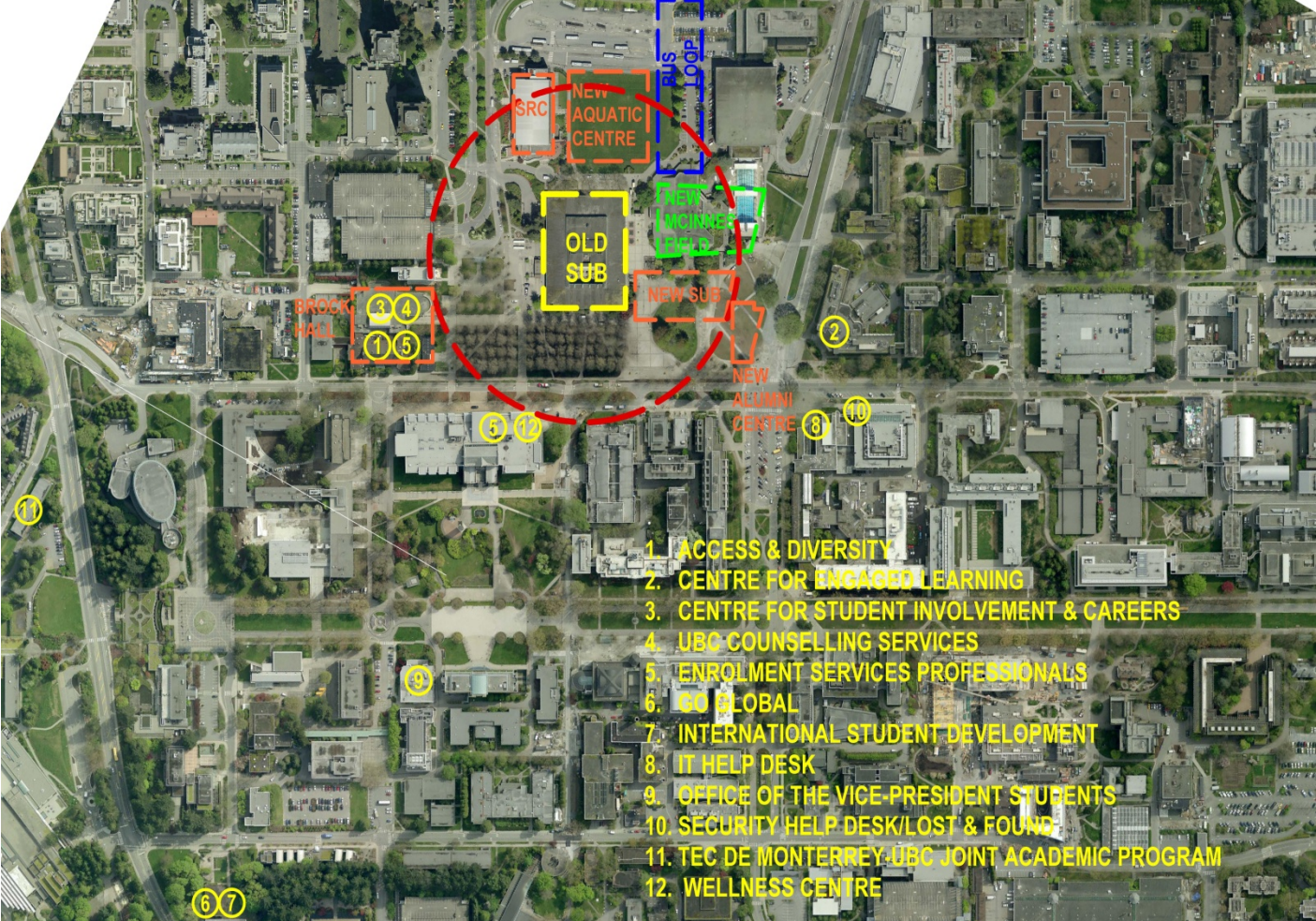
- 1) Site Map
- 2) Current Locations of Student Services
- 3) Preliminary Program Layouts
- 4) Capital Project Accountability Scope & Planning
- 5) Capital Project Accountability Budget & Funding



SITE MAP



CURRENT LOCATIONS OF STUDENT SERVICES



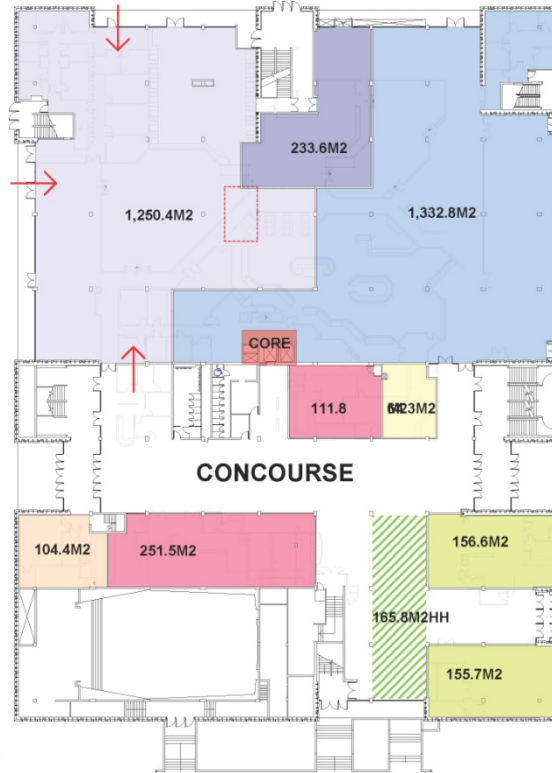


PRELIMINARY PROGRAM LAYOUTS

- WELLNESS CENTER**
- ATHLETICS SERVICES**
- SHHS PACIFIC SPIRIT PLACE**
- COLLEGIUM**
- COMMON USE EXHIBITION/INFORMAL LEARNING**

**CONCOURSE:**

- SECURITY HELP DESK**
- INTEGRATED SERVICE DESK**  
IT HELP; STUDENT EVENTS; ESPs; EXPERIENTIAL LEARNING; WELLBEING
- FLI RECORDING ROOMS**



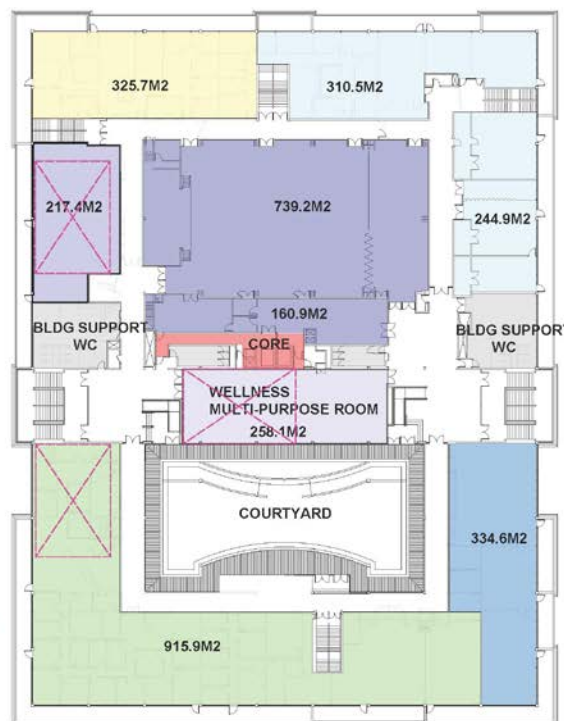
**ATHLETICS - INTERCONNECTING STAIR TO BASEMENT FITNESS CENTRE**

**Main Level**

**OLD SUB RE-USE DRAFT**

INFRASTRUCTURE DEVELOPMENT - FACILITIES PLANNING  
OCTOBER 23, 2013

- SECURITY ADMINISTRATION**
- ATHLETICS RACQUET CENTRE**
- EXPERIENTIAL LEARNING**
- OFFICE OF VP STUDENTS**
- INTERNATIONAL & CAMPUS DIVERSITY**
- WELLNESS**
- INTERNATIONAL HOUSE MULTI-FAITH OPTIONS/LOCATIONS**



**Level 2**

**OLD SUB RE-USE DRAFT**

INFRASTRUCTURE DEVELOPMENT - FACILITIES PLANNING  
OCTOBER 23, 2013

PRELIMINARY PROGRAM LAYOUTS *Continued*

**AMS  
RETAINED  
(PER LEASE  
AGREEMENT)**

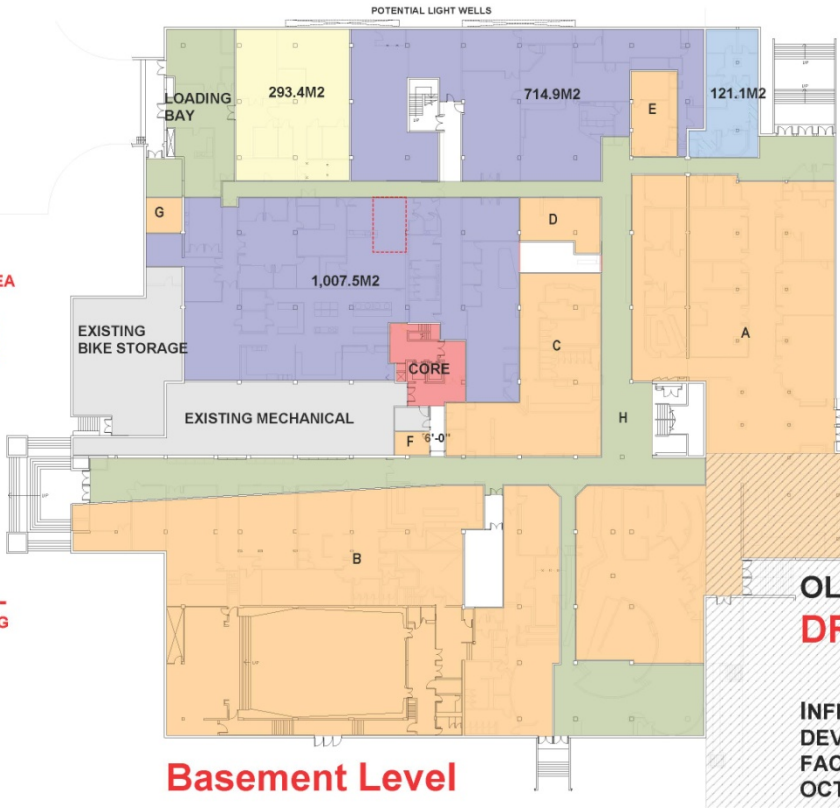
**SHARED  
(PER LEASE  
AGREEMENT)**

**SECURITY  
OPERATIONS AREA**

**ATHLETICS  
FITNESS CENTRE**

**SHHS  
STORAGE**

**ATHLETICS -  
INTERCONNECTING  
STAIR TO MAIN  
LEVEL SERVICES**



AMS LEASE AREAS:

A	1,534.4M <sup>2</sup>
B	1,633.2M <sup>2</sup>
C	316.9M <sup>2</sup>
D	64.0M <sup>2</sup>
E	65.9M <sup>2</sup>
F	13.8M <sup>2</sup>
G	21.4M <sup>2</sup>
<b>3,649.6M<sup>2</sup> TOTAL</b>	

SHARED AREA (AMS/UBC):  
H 1,140.5M<sup>2</sup>

**OLD SUB RE-USE  
DRAFT**

**INFRASTRUCTURE  
DEVELOPMENT -  
FACILITIES PLANNING  
OCTOBER 23, 2013**

Capital Project Accountability Scope & Planning

Attachment 4

PROJECT NAME		CURRENT APPROVAL STATUS				
Project Name:	UBC Life Bldg (Old SUB Re-Use)		Level	Approval Date		
Department/Unit:	Student Development & Services	Executive:	3	9-Jul-13		
Sponsor:	Louise Cowin, VP Students	Board:				
PROJECT DESCRIPTION		FUNCTIONAL PROGRAM				
Development Type:	New Construction	Space Type		SM	SF	
Facility Type:	Student Service	Public Domain		3,509		
Gross Building Area:	217,372ft2 (20,195m2)	Wellness Centre		1,468		
Capital Cost:	\$58,250,000	Recreation		2,695		
Location/Site:	Old SUB, UBC Vancouver campus	International Students		1,174		
Primary Users / Tenants:	Student Development & Services Athletics & Recreation Food Services Students Community users	Office of VPS		335		
		CLS		556		
		Security		619		
		Building Support		401		
		<b>Net Program Area</b>		<b>10,757</b>	<b>115,782</b>	
		Gross-Up		4,154		
		<b>Gross Program Area</b>		<b>14,911</b>	<b>160,495</b>	
		AMS Retained/Shared		4,755		
		Reclaimed Balcony Spac		529		
		<b>Total Building Area</b>		<b>20,195</b>	<b>217,372</b>	
PROJECT RATIONALE & BENEFITS						
Need/Benefit Area	Description					
Learning & Research Environment	See Benefits section					
Student Amenity	See Benefits section					
Community Amenity	See Benefits section					
Other Benefits:	See Benefits section					
SCHEDULE		SUSTAINABILITY GOALS				
		Target	Actual	Indicator	Target	Actual
Board 1		Nov 2013		Certification:	LEED Gold Certified	
Board 2		Jun 2014		Energy Efficiency Level:		
Board 3		Sep 2014		Energy Use Intensity:		
Construction Start		Oct 2014		GHG Reduction:		
Substantial Completion		Jun 2016		Const Waste Recycling		
Occupancy		Jun 2016		Water Use Efficiency		
Board 4		Jun 2018		Innovative Features:		
DEVELOPMENT PROCESS						
Project Manager	UBC Properties Trust (Rob Brown)		Construction Manager		TBD	
Architect	TBD		Infrastructure Development Rep		John Metras, Managing Director	
	Date	Comments				
AUDP Review						
Dev. Review Committee						
Public Open House						
Development Permit						
Building Permit						

Capital Project Accountability Budget & Funding

Attachment 5

PROJECT NAME								
Project Name:		UBC Life Bldg (Old SUB Re-Use)						
Department/Unit:		Student Development & Services						
Sponsor:		Louise Cowin, VP Students						
CAPITAL BUDGET (\$000s)			LIFE-CYCLE OPERATING BUDGET					
Capital Development Cost			\$000s	\$/GSF	Operating Costs	Annual \$	\$ / GSF	Funding Source
Construction			\$ 39,466	\$ 237	Ops & Maintenance	\$ 1,384,691	\$ 6.37	
Construction Contingency			\$ 3,050		Utilities	\$ 484,751	\$ 2.23	
FF&E + AV/IT			\$ 4,500		<b>Gross Total O&amp;M Cost</b>	<b>\$ 1,869,442</b>	<b>\$ 8.60</b>	
Planning & Design			\$ 5,049					
Permits, BO Charges, Legal, Insurance			\$ 725		Less: Existing O&M	\$ 1,200,243	\$ 5.67	
Commissioning & Testing			\$ 250		Funding for Old SUB			
Project Management			\$ 1,500		<b>Net New O&amp;M Cost</b>	<b>\$ 669,200</b>		
Tax			\$ 913					
<b>Total New Building</b>			<b>\$ 55,453</b>	<b>\$ 334</b>	<b>Life-Cycle Capital</b>	<b>Annual \$</b>	<b>\$ / GSF</b>	
Construction Period Financing			\$ 1,035		Cyclical Maintenance	\$ 762,993	\$ 3.51	
Owner Contingency			\$ 1,000		Modernization/Upgrade	\$ 202,161	\$ 0.93	
Retained Risk			\$ 763		<b>Total Cap Renewal</b>	<b>\$ 965,154</b>	<b>\$ 4.44</b>	
<b>Total Project Budget</b>			<b>\$ 58,250</b>					
Capital Budget Notes:				Operating Budget Notes:				
FUNDING AGREEMENTS (\$000s)				FINANCING AGREEMENTS				
Funding Source	Liability with:	Committed	Secured*	Debt Serviced By:	Loan Amt*	Amort.	Int.	Ann. Payment
Central Op Budget*	Central	\$ 54,000		Central Operating Budget	\$ 54,000	30	5.75%	\$ 3,819
Athletics	Athletics	\$ 1,750		Athletics	\$ 1,750	30	5.75%	\$ 124
Int'l House Allocation	Central	\$ 1,000	\$ 1,000		\$ -			
SHHS (Food Services)	SHHS	\$ 1,500		SHHS (Food Services)	\$ 1,500	30	5.75%	\$ 106
<b>Total</b>		<b>\$ 58,250</b>	<b>\$ 1,000</b>	<b>Total</b>	<b>\$ 57,250</b>			<b>\$ 4,049</b>
* Funding paid or firmly committed to be paid before end of construction				* Final financing requirements still to be determined.				
Funding Notes:		* Made possible with Vantage College dividend		Debt Capacity Impact:		Sufficient liquidity is available to provide up to \$60 million in internal financing.		
PROJECT REQUIREMENTS CHECKLIST & SIGN-OFF								
CHECK	REQUIREMENT	NAME	SIGNATURE	DATE				
	Programmatic need and benefit	Student Development & Services Managing Director	Janet Teasdale	6-Nov-13				
	Project scope and budget Project manager assignment	Infrastructure Development Managing Director	John Metras	6-Nov-13				
	Project site Development review process Sustainability measures	Campus & Community Planning Associate Vice President	To be provided at Board 2					
	Food, housing and child care	Student Housing & Hospitality Services Managing Director	Andrew Parr	6-Nov-13				
	Funding & financing agreements Debt capacity	Treasury Treasurer	Peter Smailes	28-Aug-13				
	Fundraising plan	Development Office AVP, Development Services	NA					
	Life-cycle operating costs	Building Operations Managing Director	To be provided at Board 2					
	Security & access control Parking	University Community Services Managing Director	To be provided at Board 2					
ATTACHMENTS								