

6 IMPLEMENTATION



The Campus Plan supports the academic mission, values and commitments of the University by providing a framework for physical growth and change on the campus that in turn provides academic, social, financial and environmental benefits. The Campus Plan and associated design guidelines promote a decision-making framework for the Board of Governors, the Administration and delegated representatives to carry out their responsibilities for managing the University's property and facilities.

The Campus Plan will be implemented through:

- the policies in sections 2 to 5 of this plan that guide coordinated planning and decision-making by a wide range of University departments
- systematic project review processes that bring the policies into focus on specific capital projects
- strategic investment in projects such as the anticipated implementation plans for the public realm, natural ecology, transportation and infrastructure
- ongoing stewardship of campus assets, in accordance with policies
- ongoing monitoring and communication of plan implementation

6.1 PROJECT APPROVAL PROCESS

Successful implementation of *The Campus Plan* relies largely upon effective project review and approval processes for all capital projects initiated by specific academic departments, ancillary units or third-party leaseholders.

In all cases, project proposals need to be assessed through a review against the endorsed objectives in *The Campus Plan* and through discussion with other departments and relevant committees. The principles, policies and guidelines in *The Campus Plan* and the accompanying *UBC Okanagan Design Guidelines* apply to all capital projects. The following approval processes apply to capital projects at the Okanagan Campus. Approvals described below must be obtained before any construction or work occurs.

Major Capital Project Approval (>\$2.5 M)

Major Capital Projects follow the combined Executive 1, 2 and 3 processes and Board of Governors 1, 2, 3 and 4 processes. Once a Major Project has received Executive 2 Approval, a UBC Properties Trust (UBCPT) Project Manager is assigned and a Steering Committee and Working Group established to support the project through the life of its planning, design and development. The Steering Committee is responsible for general project oversight including budget, schedule and scope. The Working Group is responsible for providing regular review and input during the design process.

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NEW PROJECTS

New capital building project proposals come from a range of sources, including:

- *academic proposals through the Office of the Provost*
- *student housing, athletics, or parking facilities through individual ancillary units on campus*
- *third-party research and other groups on leased land*

As part of the Board of Governors Board 2 Approval process, all proposed new facilities and renovations require a Planning Approval from UBC Campus Planning and Development (CPD) in the Okanagan. As part of this approval process, CPD is responsible for assessing capital project conformance with *The Campus Plan* and the accompanying *UBC Okanagan Design Guidelines*, as well as municipal zoning for the campus, and providing the campus community the opportunity to review and comment on the schematic design. Following the issuance of a Planning Approval, all building projects require a Building Permit from the City of Kelowna. Prior to Building Permit, the City of Kelowna may also require Natural Environment, Hazardous Condition and/or Farm Protection Development Permit Approval. Transport Canada approval may also be required for buildings exceeding specified heights.

UBC is committed to building infrastructure, which achieves the goal of continuously improving sustainability. To support this, the University is committed to integrated design led by the UBCPT and the consultant team with the participation the Working Group. To this end, UBC requires teams to follow the UBC Sustainability Process, which includes sustainability reporting requirements and sustainability workshops.

To support the Sustainability Process, CPD and Campus + Community Planning (CCP) will develop a Design Brief for each Major Capital Project following Executive 2 Approval. It will be developed in consultation with the Steering Committee and Working Group members who will assist in identifying and prioritizing social, environmental and economic goals, based on *The Campus Plan*, *UBC Okanagan Design Guidelines*, green building policies, project program and budget opportunities, constraints and priorities. Design Briefs promote fiscally responsible development and regenerative design, focused on the well-being of the residents, the campus community, the campus ecology and the environment in general.

Minor Capital Project Approval (<\$2.5 M)

New projects with a construction value of \$2.5 M or less will follow the combined Executive 1, 2 and 3 process and generally be project managed by CPD on the Okanagan Campus. They require a Development Approval from Campus Planning, which is responsible for assessing the project's conformance with *The Campus Plan* and the accompanying *UBC Okanagan Design Guidelines*, and compatibility with adjacent land uses and environments. CPD will also assist in assessing the project if a Building Permit is required from the City of Kelowna or if other agency approvals are required.

Outdoor Research / Land Use Approval

Research and teaching proposed to occur on exterior campus land requires an Outdoor Research / Land Use Approval from CPD. The campus is generally viewed as a living laboratory that allows for research and teaching opportunities to take advantage of the unique campus setting and environment. All projects will be assessed first on research and academic merits by the UBC Okanagan Office of Research Services (ORS) to confirm relevance to UBC's academic mission.

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Following confirmation, CPD will ensure that the research requests comply with *The Campus Plan* and *UBC Okanagan Design Guidelines* and are compatible with adjacent land uses or other approved research spaces.

Streets and Landscape Approval

Proposed changes to a street, landscape or below- and above-grade infrastructure require a Street and Landscape Approval from CPD. Such changes include new utility infrastructure, landscape alterations, road and pathway improvements, and outdoor public art. The Streets and Landscape Approval process ensures that any proposed changes comply with *The Campus Plan* and *UBC Okanagan Design Guidelines*.

Sign Approval

All proposed permanent exterior signs and wayfinding require Sign Approval from CPD. The review process is to ensure that campus signage complies with *UBC Sign Standards and Guidelines*. Temporary signs, wayfinding, and banners require approval from Facilities Management in accordance with applicable guidelines and standards.

Siting Protocol

All new capital projects (Major and Minor) require a Siting Approval by the Site Selection Committee prior to being reported for Executive 2 Approval.



FIGURE 30 PROJECT APPROVAL FLOW CHART

The Site Selection Committee, chaired by the Director of Campus Planning and Development, will have representatives from academic leadership, Campus + Community Planning, Infrastructure Development, UBC Properties Trust, the sponsoring department, and any other affected departments and adjacent neighbours, on a case-by-case basis.

The criteria considered in determining the best site for projects include:

- Consistency with the campus land-use framework as established by *The Campus Plan*.
- Supporting the sponsoring department’s program needs, including proximity to similar programs, to support collaboration within and among disciplines and to build a sense of community.
- Contributing to campus plan design objectives, including:
 - » maintaining significant views and vistas
 - » contributing to campus design and open space experience
 - » respecting and enhancing local landscape, built, and cultural resources, where possible
 - » supporting the pedestrian network and universal design
- Maximizing existing infrastructure capacity, including the planned phased build-out of district energy, and where new services are required, contribute to rationalizing the location of infrastructure corridors.
- Contributing to community building objectives, if proposed siting is adjacent to key routes and public spaces, by using ground floor activities to enliven outdoors spaces and create synergies with other adjacent community amenities.
- Contributing to campus sustainability, including:
 - » renewing existing structures when the opportunity exists
 - » using land efficiently
 - » optimizing co-location opportunities for utilizing waste heat and generating energy
 - » supporting landscape restoration, biodiversity, and natural systems
 - » incorporating mixed use (e.g., several academic users and uses with classrooms, flexible learning spaces, and shared labs), ideally in one building
- Not introducing unreasonable impacts on neighbouring activities and future densification of adjacent sites. A risk assessment of air emissions from adjacent facilities and operations (or from the proposed facility to adjacent facilities) must indicate the health and safety of existing and future building occupants will not be adversely affected.

Once a site is endorsed by Board 1 Approval, it will be reserved for the sponsoring department for five years to allow time for fundraising, design, approval, and commencement of construction. If the project is not funded and started within five years, the site will become available for other project proposals.

6.2 INFRASTRUCTURE AND UTILITIES

The utilities on UBC's Okanagan Campus support a significantly sized research and teaching university with approximately 1,700 residents in student housing. The City provides sanitary services to the campus and the GEID provides water services; UBC manages the distribution of these services within the campus in coordination with these service providers.

The Campus Plan supports an integrated approach to infrastructure planning with physical planning for buildings and landscape in a way that is functional and provides multiple benefits. The following strategies will assist in managing and maintaining the University's infrastructure assets to maximize their effectiveness.

Establish Utility Service Corridors

As the Okanagan Campus continues to densify, situations arise where underground utilities need to be moved to accommodate a new building or facility. To avoid this situation in future and reduce the costs of development, all roadways, including sidewalks, will be protected as below-grade utility corridors. New and replacement utility and infrastructure works will be located in these corridors. Through this approach, future utility installations will not compromise the best building sites, open spaces, natural landscape areas, or deep tree root zones.

Maintain Current Models of Campus Utility Infrastructure

UBC's Okanagan Campus utility infrastructure is composed of water, sewer and stormwater utilities, as well as geothermal, natural gas, electric, and communications. Following best practices in infrastructure management, the capacity of these systems will be appropriately designed and sized to support current and future development. The University will develop and maintain a current model of the campus utility infrastructure to provide capital projects with relevant design criteria for infrastructure. As projects are completed they will be required to provide as-built conditions to update the model.

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6.3

IMPLEMENTATION POLICIES AND PLANS

To support the successful implementation of *The Campus Plan*, the following plans and policies will be developed subsequent to *The Campus Plan* and reported to the Board of Governors for adoption.

Transportation Plan

UBC is dedicated to promoting sustainable transportation options for the University community. As part of implementing *The Campus Plan*, the University will develop a Transportation Plan for the Okanagan Campus.

There are a number of ways that UBC can influence the transportation system and travel behaviour. Some areas that are under the University's direct control include:

- guiding land development through planning, housing, and urban design policies
- regulating campus streets and parking
- building and maintaining campus roads, sidewalks, public spaces and parking facilities
- collaborating with adjacent municipalities to build facilities that accommodate and promote alternative, sustainable travel modes
- supporting programs such as the U-Pass and car share
- educating and empowering the campus community to make sustainable transportation choices

Other transportation issues extend beyond UBC's boundaries and fall under municipal, regional or provincial jurisdiction, such as highways, municipal cycling network, and transit. UBC can improve transportation options and influence travel behaviour by being a partner, stakeholder and advocate for the campus community.

The Okanagan Transportation Plan will focus on University-community trips to and from campus, while also capturing the on-campus transportation network and systems developed in *The Campus Plan*. UBC will develop the Transportation Plan in consultation with the campus community, the City of Kelowna, BC Transit and other regional transportation agencies.

Design Guidelines Update

UBC Okanagan Design Guidelines was prepared in 2008 to supplement *The UBC Okanagan Master Plan* (2009). They provide design guidance for new facilities and promote cohesion and consistency across the campus while still allowing enough flexibility to ensure architectural delight and innovation in projects. They help designers eliminate time-consuming and expensive guesswork on more detailed questions such as build-to-lines, exterior lighting and furnishing standards, street tree selection, and paving materials on major pedestrian walkways and in open spaces. Staff will revise the guidelines to ensure they are consistent with the Vision and general planning and design directions in *The Campus Plan* and to incorporate new design ideas derived from recent consultation with the UBC Okanagan Campus community.

Public Realm Funding and Implementation Plan

The public realm is composed of everything from courtyards, pathways, and street furniture to student displays and public art. UBC Okanagan's public realm has the potential to play a significant role in strengthening the University's identity and supporting campus academic and social activities. Major new capital projects are expected to improve the surrounding landscape by generally extending the project boundary to 6m beyond the drip line of the building. To finance the landscape works not captured in capital projects, staff will develop a Public Realm Funding and Implementation Plan for the Okanagan Campus. A plan will be developed by Campus Planning staff in collaboration with the Development Office as it is anticipated that donor funding through the naming of special outdoor spaces will be a major funding component.

Whole Systems Approach to Campus Infrastructure

UBC Okanagan: Whole Systems Approach to Campus Infrastructure will deliver a 5-Year Whole Systems Infrastructure Plan and a 30-Year Roadmap. These initiatives will support *The Campus Plan's* Vision and the whole systems infrastructure principle, which states:

Campus growth should be managed through a whole systems (environment, economic and social sustainability) lens to achieve net-positive impact on the well-being of the campus community and ecology.

UBC Okanagan: Whole Systems Approach to Campus Infrastructure will guide management and investment in campus resources (energy, water, waste), facilities, a conceptual infrastructure servicing plan (above ground and below ground), and ecosystem planning in a manner that will support sustainable development while achieving resource-efficient and cost-effective design.

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Research/Innovation Precinct Plan

The area north of Parking Lot H is presently undeveloped and reserved as a future hub of academic research and innovation. As policies on partnerships and innovation are further identified as part of a comprehensive plan, CCP will undertake a planning process to define the land uses and development pattern for this future lower campus area. This process will be based on preliminary physical planning principles that will ensure flexibility for development, integration with the campus and surrounding community, and a high-quality public realm and amenities augmented by natural systems infrastructure. See 3.11 for the Preliminary Principles for physical planning of the Research / Innovation Precinct.

Monitoring and Updating *The Campus Plan*

The Campus Plan was developed in consultation with the campus community and academic and operational representatives who considered likely growth needs in response to anticipated future conditions and new technologies. As the University moves forward with putting *The Campus Plan* into practice, the effectiveness of *The Campus Plan* will need to be monitored and possibly amended to respond to changing needs, conditions or opportunities.

A monitoring program will include a report to the Board of Governors on a two-year cycle. The report will document implementation activities and assess *The Campus Plan's* effectiveness. After ten years, CCP will undertake a comprehensive review of *The Campus Plan*, involving the campus community in consultation. The monitoring and review program is important because it:

- keeps *The Campus Plan* relevant and current
- provides the opportunity to communicate and share successes
- engages new members of the community in *The Campus Plan's* Vision
- provides transparency and accountability to the Board of Governors and those who participated in *The Campus Plan's* development

All amendments to *The Campus Plan* will require approval by the Board of Governors, with any significant changes triggering public notification and public consultation as per Campus + Community Planning's Engagement Principles.