



Acadia Students' Union
Students' Representative Council
Report to Council

Subject: Creation of a SUB Renewal Committee Report Number: 2018-01-16-03	Author: Colin Mitchell Title: Student Board of Governors Representative
	Date: Tuesday, January 16 th , 2018

Recommendations:

That Council strike a SUB Renewal Committee with the terms of reference attached as Schedule A of this resolution.

Further That this resolution come into full force and effect immediately upon its passing thereof.

Background

The Acadia Students' Union opened the Old Students' Union Building (Old SUB and now part of the Acadia Students' Centre) in 1949, responding to calls for a dedicated student space on campus. This served to centralize Acadia's growing services on campus and was further complimented by the addition of the New SUB in 1972, several years after the Acadia Students' Union was incorporated (1967). Since then, both buildings have constituted the full Acadia Students' Centre, which we have come to commonly know as the Student Union Building (SUB). In the 46 years that the SUB has been operational as a whole, it has undergone massive changes, including additional entrances, washrooms, several renovations of The Axe Lounge (now the Axe Bar and Grill), and the relocation of various services within the building. It now poses an issue in terms of the 21st century needs of the ASU and the ever-growing demands of the student body.

Discussion:

The SUB Renewal Committee would be tasked with studying the current state of the Students' Union Building, in terms of student-community connections within the context of an on-campus non-academic social space. They would be directed to follow the 7-step plan and adhere to the timeline outlined in Presentation to Council No. 2018-01-16-01 (SUB Renewal Committee). The voting membership of the committee would be the VP Student Life (as Chair), President (as Vice-Chair), two (2) current members of SRC who will be chosen through an appointment process, two (2) students at large chosen through an application process, two (2) current members of Council or students-at-large who shall remain on the

committee indefinitely whether or not they remain members of Council or students. Non-voting membership would consist of the ASU Building Manager, one (1) member of the Acadia Board of Governors, one (1) member of the Wolfville Town Council, and an Officer of the designer.

Options

- (a) Strike the SUB Renewal Committee with the draft Terms of Reference
- (b) Alter the draft Terms of Reference attached in any way
- (c) Reject the Creation of a SUB Renewal Committee

Policy Considerations:

None

Financial Considerations:

None

Meeting Dates:

None

Consultation:

University of British Columbia Alma Mater Society

Documents:

Schedule A (Draft Terms of Reference)

The following documents have been provided for your information only.

- Overview of Process from UBC AMS
- SUB Renewal Committee Composition as amended
- Project Vision – Guiding Principles
- Project Mission Statement
- Project Organization Chart
- Example of a Request for Proposal (RFP)

**Report and Process Certified By
Chairperson:**

A handwritten signature in blue ink, enclosed in a black rectangular box. The signature is stylized and appears to be the name of the chairperson.

Schedule A
Draft Terms of Reference

(1) Mandate

- (a) The SUB Renewal Committee will serve to provide a comprehensive, student-driven plan to determine the future of our Students' Union Building to ensure that it is compatible with the values of the Acadia Students' Union as it works to build the infrastructure that is demanded by twenty-first century learners.

(2) Goals

- (a) To investigate the current status of the Students' Union Building, with specific attention on enhancing student-community connections within the context of its role as an on-campus non-academic social space;
- (b) To investigate the feasibility of employing a consultant to provide alternatives for future use;
- (c) To facilitate comprehensive student consultations and provide a guiding vision on the redevelopment of the New SUB;
- (d) To engage with key people and groups on campus and in the community (ASU-ratified clubs/societies, Internal Organizations, community groups, etc.).

(3) Composition

- (a) The SUB Renewal Committee shall be comprised of the following voting members;
 - I. VP Student Life (as Chair);
 - II. President (as Vice-Chair);
 - III. Two (2) current members of Council, who shall be chosen through an application process;
 - IV. Two (2) students-at-large, chosen through an application process;
 - V. Two (2) current members of Council or students-at-large who shall remain on the committee indefinitely, whether or not they remain members of Council or students, chosen through an application process;
 - VI. ASU Building Manager (Non-voting);

- VII. One (1) member of the Acadia Board of Governors (Non-voting);
- VIII. One (1) member of the Wolfville Town Council (Non-voting);
- IX. The designer (Non-voting);
- X. Up to four (4) Regular Union Members, selected by Council as outlined in the Procedural Policy as amended.

(b) Quorum for meetings of the SUB Renewal Committee shall be at least 50% of voting members.

(4) Frequency of Meetings

(a) The SUB Renewal Committee shall meet at least monthly, or as needed.

(5) Term of Appointment

(a) All members of the SUB Renewal Committee shall be appointed to a term coinciding with the current term of Council, ending on April 31st, 2018.

(6) Mandatory Review

(a) The Chairperson shall review the SUB Renewal Committee and make a recommendation to Council regarding its continuance by the last meeting of the current term of Council.

From the AMS website: New Student Union Building

- Process
- Communications with Members
- Overall Planning Information

http://www.amsubc.ca/index.php/ams/subpage/category/new_sub_who_what_where_when_why_how/

New SUB: Who, What , Where, When, Why, How

Who?

Students. The New SUB Project is a student initiative to create a student-centred campus core. Students are the major financial donor. Students develop and guide the consultation process. Students make the decisions.

What?

The new SUB will be a student-run, \$110M, 250 000 square feet, visionary green building open to the entire campus community

Where?

On University Square, adjacent the current SUB and Aquatic Centre.

When?

The program and design is being developed NOW through a comprehensive student-driven consultation process.

How to get involved?

There are many ways to help (and learn), from attending workshops to running workshop. Check out the website for details, or contact subrenewal@ams.ubc.ca

SUB|Renewal: History & Background

The SUB was intended for about 20,000 students when it opened in 1968. At that time a five dollar student fee increase was approved to cover \$3.5 million of the \$5 million project. The SUB has since become the most heavily-used building on campus and is rapidly becoming insufficient to meet the demands of the 45,000-strong student population.

The **AMS SUB Renewal Committee** was created in March 2007 to focus on options for renewing the Student Union Building, which could entail reconstruction or renovation. The committee is chaired by the AMS Vice President for Administration and is comprised of members of AMS Council, a representative from the UBC School of Architecture, and three permanent AMS staff members.

Click here to see the press release on studentcare.net/work's donation to SUB Renewal.

SC.N donation: \$75,000

New SUB: Student-Driven Decision-Making Process

The New SUB Project is a student initiative. The process is being organized by the AMS Student Society with the goal of creating a campus centre that reflects the will and the imagination of students. The process is not controlled by the UBC Administration. The era of top-down planning is over.

The ultimate authority for the project lies with the student body. In April 2008, UBC students approved the construction of a new Student Union Building through an AMS-run campus-wide referendum. AMS Student Council must obey the will of the student body.

AMS Council created the SUB Renewal Committee to facilitate the process of building a NEW SUB.
Student Advisory Committee

There is a Student Advisory Committee, broadly representative of student stakeholders, which evaluates the consultation process and its principles, and ensures that the program and design are in line with consultation results and principles. The findings of the Advisory Committee are used by the SUB Renewal Committee to make recommendations to AMS Council on whether the design process is ready to head to the next phase.

We're looking for 5 advocacy representatives to sit on the Student Advisory Committee for the New SUB Project.

This advisory committee is a long term commitment (applicants who'll still be attending UBC next year are preferred), and you must attend all the meetings this Fall term.

Fri, Oct.17th 2008: 12:30-2 pm

Fri, Oct.24th 2008: 12:30-2 pm

Fri, Nov.28th 2008: 12:30-2 pm

If you are interested, please email us!:

- *explain how you can bring a unique or underrepresented perspective to the process*
- *detail your Friday availability for the fall and winter terms*

Contact subrenewal@ams.ubc.ca to get involved in this committee.

New SUB: Events

Oct-Nov 2008: "Student-Driven Programming" Phase of the NEW SUB PROJECT.

Keep an eye open for **public Kiosks** beginning the week of Oct 14 2008

Open House dates will be announced soon.

Thematic Workshops: Oct 27 – Nov 7

To attend a session or several sessions, RSVP to subrenewal@ams.ubc.ca

A SUB to Last 100 yrs.: Predicting the Future

Mon., Oct. 27: 12:30 – 2:00 p.m., SUB Room 42U

Nightlife & Artlife in the New SUB: Entertainment, Performance, and the Arts

Tues., Oct. 28: 12:30 – 2:00 p.m., SUB Council Chambers (Room 206)

Sports & Recreation in the New SUB

Wed., Oct. 29: 12:30 – 2:00 p.m., SUB Council Chambers (Room 206)

Religion & Spirituality in the New SUB

Thurs., Oct. 30: 12:30pm-2pm, SUB Room 212a

Commuter Students and the New SUB

Fri., Oct. 31: 12:30 – 2:00 p.m., SUB Room 212a

Creating a More Inclusive SUB

Mon., Nov. 3: 12:30 – 2:00 p.m., SUB Room 42T

Zero Footprint SUB: Sustainability & Food Security

Tues., Nov. 4: 12:30 – 2:00 p.m., SUB Council Chambers (Room 206)

Public Space, Inside and Outside the New SUB

Wed., Nov. 5: 12:30 – 2:00 p.m., SUB Council Chambers (Room 206)

Reconsidering the “Underground Bus Loop”

Thurs., Nov. 6: 12:30 – 2:00 p.m., SUB Room 212a

What Is to Be Done with the “Old SUB”?

Fri., Nov. 7: 12:30 – 2:00 p.m., SUB Council Chambers (Room 206)

New SUB: Sustainability and Ecological Design

There is a student **Green-Building Advisory Committee**, which develops green-building ideas and principles, and ensures that these ideas are incorporated into the design.

Contact subrenewal@ams.ubc.ca to get involved in this committee.

New SUB: Timeline

Overview

Phase 1: Preliminary Student Consultations, Fall 2007

Phase 2: The Referendum, March 2008

Phase 3: Negotiating an Agreement with UBC, April – Aug 2008

Phase 4: Developing a detailed space program, Oct – Nov 2008

Phase 5: Selecting Architects and Preliminary Design, Jan – Feb 2009

Phase 6: Design Development, March 2009 – March 2010

Phase 7: Construction, begins 2011 – 2012

Phase 1

Preliminary Student Consultations

July 2007 – Jan 2008

The SUB Renewal Committee hired Cannon Design in the fall of 2007 to act as renovation consultants. Their goal was to evaluate the needs of students, and to determine the cost of renovating the SUB to meet those needs.

Consultations

A first AMS online survey, released in August 2007, had 1,200 respondents. [Click here for summary of survey results.](#)

In September and October of 2007, surveys and focus groups were used to jump-start student interest in SUB Renewal. The second online survey had 2,900 respondents. During early November, a more detailed portrait of student interest in SUB Renewal was determined by consultations, a second round of 22 focus groups, and a second survey. On November 7, Canon Design hosted a design forum dedicated to SUB Renewal.

Cannon Design decided to use the SUB as the subject for its annual forum, which brought together architects, engineers and planners from 25 different countries. Forum participants addressed design options in converting the building from a 1960s brutalist style to a more environmentally-friendly student space. The design professionals took ideas identified during the student consultations and used them while developing plans and analyzing costs.

Cannon Design's team leader Christopher Rowe taught a course at the School of Architecture to engage students in the consultation process. Over 4,000 students participated in the process representing about 12% of the current full-time student population

Results

Cannon Design released its Consultation Summary Report, which was used as a foundation to present estimates of space use for various activities. The new SUB was determined to require approximately 255,000 square feet, if designed for efficiency. The current SUB (excluding the non-AMS run Pacific Spirit Place) is approximately 170,000 square feet.

The needs identified by students were incorporated into the following planned spatial increases in the future SUB over the current one:

- **140% more Student Social Space**
- **11-fold increase in Student Amenities**
- **30% increase in Club Space**
- **21% increase in Services and Administration**

Cannon Design assessed that the cost of renovating the existing SUB was roughly equivalent to the cost of building a new one.

The SUB Renewal Committee and AMS Council evaluated relative merits of 3 options:

- 1) full renovation of the existing SUB
- 2) part renovation and part expansion into University Square

3) a new building on University Square

The third option was eventually approved unanimously by AMS Council. Some of the reasons for this decision were:

- **this would allow the current SUB to be in operation until the new SUB was complete; students would not be without a home during construction**
- **there was a student appetite for an ambitious, iconic, sustainable new building**
- **the current SUB would have to be almost entirely gutted in any case; there were also seismic concerns with the current SUB**
- **the University Administration had existing plans for construction on University Square (plans which were seen negatively by a majority of students), and building the new SUB there ensured a more public and student-centred campus core.**

Phase 2

The Referendum

Feb 2008 – April 2008

The SUB Renewal referendum passed successfully in April 2008, thereby mandating AMS Council to proceed with the process of building a new SUB on University Square.

The successful referendum question read as follows:

Do you support the AMS establishing a graduated SUB Renewal Fee (the 'Fee') to contribute to the construction of a new Student Union Building?

Fees Note:

- **The Fee would be levied on all active AMS members on a yearly basis.**
- **The amount of the Fee would be \$20 in the 2008/9 school year, \$30 in 2009/10, and would continue to increase by \$10 per school year up to and including the 2016/17 school year.**
- **The Fee would continue to be levied until the AMS has completed all its financing obligations for the new Student Union Building.**
- **The Fee will not be levied until the AMS reaches agreement with the University as to the terms of the University's financial contribution for the construction of a new Student Union Building to be located on or in the proximity of University Square.**
- **The AMS Council will establish a process for active AMS members demonstrating need to apply for a refund of the Fee. The Fee was designed to finance \$80M dollars of the building. The AMS' goal was use the momentum generated by the referendum to negotiate with the University to secure as many funds from UBC as possible to finance the rest of the building.**

Phase 3

Negotiating an Agreement with UBC

April 2008 – Aug 2009

Immediately upon the success of the March/April SUB Renewal referendum, the AMS began negotiating an agreement, or “Memorandum of Understanding” (MOU), with the university. The function of the MOU was to gain confirmation of the university’s contribution to the project BEFORE the AMS approved collection of the SUB Renewal Fee from students. The university’s contribution was measured in many ways: capital contribution, land contribution, maintenance costs, and other supports. The negotiations were lengthy, but most agree that the AMS got the best deal possible, better than many had anticipated. And when students win, everyone wins!

The MOU established that

- the site for the NEW SUB is University Square
- it is expected to be 255,000 square feet
- its budget is \$110M
- the aim is for it to achieve LEED platinum equivalency in terms of environmental sustainability
- the AMS Student Society will have administrative control over the building
- agreement on other key issues needing to be resolved before design and construction could begin

The resolution of issues between the AMS and UBC was approved by the UBC Board of Governors at their summer retreat in July 2008 and by AMS Council in August 2008. At that point, a joint UBC-AMS press release was sent out.

Phase 4

Student-Driven Programming for the New SUB Project

Sept 2008 – Jan 2009

Once the MOU was signed, the AMS now had the budget to move forward and develop the detailed program and design for the New SUB Project.

What is “programming”? Before architects can design the physical shape and aesthetic of the building, they need to know exactly what kinds of spaces will go in the building, and how much of each space.

The development of the Program, including evaluations and final decision-making, itself is student-driven. A student-organized consultation process gathers information of students’ needs and vision from a wide variety of users according to principles of participatory planning. This information is organized and filtered using an evaluative framework based on students’ stated goals and values and long-term vision. This framework has itself been developed through student consultation. This evaluation is carried out by a broadly representative Student Advisory Committee, the AMS SUB Renewal Committee, and finally approved by AMS Student Council.

Three types of consultation strategies are being used:

1) Broad consultation to the general public through the website, kiosks, and open houses beginning in mid Oct 2008.

2) Targeted consultation with dozens of existing user groups beginning in late Oct 2008.

3) Issue-based consultations around 10 themes at 10 workshops from Oct 27 to Nov 7 2008.

The final product of the Programming Phase is a Detailed Facilities Program, which is a technical document outlining the precise spatial uses in the building. This document is then handed over to the Architect (Jan 2009) who uses it as a “recipe” to create the final shape of the building. The Detail Facilities Program is developed by Cornerstone Planning Group, a firm retained by the AMS to assist in transforming comprehensive consultation data into a workable program.

Throughout the summer of 2008, the SUB Renewal Committee interviewed several programming firms, issued an RFP, received four proposals, and after due process, AMS Council selected Cornerstone Planning Group to draft the “Detailed Facilities Program” for the NEW SUB PROJECT.

Here is Cornerstone’s successful proposal.

Detailed Facilities Program

Thematic Sessions

To attend a session or several sessions, RSVP to subrenewal@ams.ubc.ca

A SUB to Last 100 yrs.: Predicting the Future

Mon., Oct. 27: 12:30 – 2:00 p.m., SUB Room 42U

Nightlife & Artlife in the New SUB: Entertainment, Performance, and the Arts

Tues., Oct. 28: 12:30 – 2:00 p.m., SUB Council Chambers (Room 206)

Sports & Recreation in the New SUB

Wed., Oct. 29: 12:30 – 2:00 p.m., SUB Council Chambers (Room 206)

Religion & Spirituality in the New SUB

Thurs., Oct. 30: 12:30pm-2pm, SUB Room 212a

Commuter Students and the New SUB

Fri., Oct. 31: 12:30 – 2:00 p.m., SUB Room 212a

Creating a More Inclusive SUB

Mon., Nov. 3: 12:30 – 2:00 p.m., SUB Room 42T

Zero Footprint SUB: Sustainability & Food Security

Tues., Nov. 4: 12:30 – 2:00 p.m., SUB Council Chambers (Room 206)

Public Space, Inside and Outside the New SUB

Wed., Nov. 5: 12:30 – 2:00 p.m., SUB Council Chambers (Room 206)

Reconsidering the “Underground Bus Loop”

Thurs., Nov. 6: 12:30 – 2:00 p.m., SUB Room 212a

What Is to Be Done with the “Old SUB”?

Fri., Nov. 7: 12:30 – 2:00 p.m., SUB Council Chambers (Room 206)

Phase 5

Selecting Architects and Design

Jan 2009 – Feb 2009

A detailed process will be posted here soon. The process may look like this:

The SUB Renewal Committee will shortlist architects according to their **experience with institutional development, sustainability, and creativity**. **They will submit proposals to be evaluated by the student body at open houses and by the Student Advisory Committee, Green-Building Committee, with the SUB Renewal Committee using this feedback to make a recommendation to AMS Council for final approval.**

Phase 6

Design Development

March 2009 – March 2010

This phase involves developing a design that will meet the functional requirements and will result in an innovative building that projects an appropriate image and meets students’ sustainability goals.

Design Development is an iterative process of back-and-forth between the architects and the student body to fine-tune the design. Some difficult decisions and trade-offs will have to be made in order to meet the budget; **it is important that these decisions be made by students in accordance with their stated principles for the New SUB Project.**

Phase 7

Construction begins

2011 – 2012

Details coming soon.

New SUB: Feedback

We want to know what you think! Fill out the form below to let us know what you think of SUB as it is and as it should be.

What does the new Students Union Building need to have?

What should the new Student Union Building have to meet commuter needs?

What is your least favourite thing about the current Student Union Building?

Other comments or suggestions?

First Name:

Last Name:

E-mail Address:

Phone Number:

Submit

New SUB: FAQs

How “sustainable” will the building be?

Student consultations have shown that we must aim for the highest sustainability objectives. The goal is LEED-Platinum equivalent certification – a very aggressive target for such a high-use community centre.

What about the U-Blvd Design Competition and the Vancouver Campus Plan consultations?

Those two processes were organized by the UBC Administration. The New Sub Project is an entirely different process, organized by students through the AMS Student Society.

What about the underground bus-loop?

The Underground bus-loop is part of UBC’s U-Blvd Plan. If the bus-loop goes forward according to current designs, part of the New SUB will have to be located above the transit terminal.

What about the grassy knoll?

UBC’s current underground bus-loop designs envision removing and then replacing the grassy knoll. The AMS supports alternative transit terminal options, and the New Sub Project would ideally incorporate and enhance existing green space such as the grassy knoll.

Amendment to Composition of New SUB Committee, approved by Council March 21, 2012

“Be it resolved that Council amend the New SUB Committee’s composition as follows [addition in bold italics]:

- a) the Vice-President Administration, who shall be chair;
- b) the President;
- c) two (2) current members of Council, ***who shall be chosen through an application process;***
- d) two (2) students-at-large, who shall be chosen through an application process;
- e) two (2) current members of Council or students-at-large who shall remain on the committee indefinitely, whether or not they remain members of Council or students;
- f) the General Manager, who shall be non-voting;
- g) the Facilities and Retail Services Manager, who shall be non-voting; and
- h) the Designer, who shall be non-voting;”

Vision

The Project Vision sets out the overall guiding principle and must guide the project into the future

The New AMS Student Union Building will be a unique destination that serves as a dynamic gathering place for students to interact and to grow a vibrant student community on the UBC-Vancouver campus. The building will be an outstanding facility that will feature the highest levels of sustainable building design and an innovative student-driven decision-making process that will serve as a model at UBC and around the world.

Principles

Project Principles are high-level statements that provide overall context for what is most important for the project to accomplish

The building must:

- Be comfortable and welcoming to all members of the campus community
- Be unique and inspiring in the UBC context, reflecting the building's role as the key student living room on campus
- Be economically sustainable
- Be a horizontally and vertically interconnected building
- Be transparent, bright and visible
- Be a building that is highly porous to pedestrians, but that also encourages lingering
- Be effectively integrated with its current and future neighbours such as the existing SUB, Alumni Centre, Aquatic Centre, and Transit Hub
- Engage with and enhance and help animate the surrounding landscape and public spaces including enhancing the spirit of the University Boulevard Design Guidelines
- Honour and actively engage the spirit of the knoll
- Be an adaptable building allowing for easy conversions and changes of use and technology over time
- Create a preferred and pedagogical food destination for the entire campus
- Demonstrate sustainability leadership in terms of energy use, water use, materiality, integration with adjoining facilities and the site, operations and user behaviour
- Be an exemplary building that the world will want to learn from
- Encourage multiple creative means of human interaction
- Optimize the distribution of the construction budget to best support the project programs and principles

Objectives

Project Objectives define specific, tangible elements that the project should deliver.

Site Organization:

- Create a high profile building address, entry and public forecourt on University Boulevard
- Allow for the free flow of pedestrian and bicycle traffic through the site and building (while ensuring safety)
- Anticipate changes in the context, eg. relocation of the Aquatic Centre, change of use of the existing SUB
- Allow for the staging of large-scale outdoor events
- Create an effective truck access, loading, and delivery strategy

Building Organization:

- Deliver the complete program
- Explore synergies and commonalities between program elements to maximize effective use of space
- Provide a clear building organization that facilitates intuitive way finding
- Locate the most frequently accessed functions at lower levels, but support vertical integration by putting some key destination functions on the upper levels
- Make the governance aspect of the building visible and accessible, including the AMS Council chamber
- Maximize testing of the use of the existing lower level SUB space and facilities to optimize the construction budget. Eg. back of house facilities, loading and receiving, and the Norm Theatre

Inhabitation:

- Maximize daylight access to the majority of the building
- Create a highly habitable, bright and connected lower level
- Provide great lounge spaces at various scales with a variety of comfortable seating options
- Include an easily accessible and secure 24 hr study centre with food service
- Provide a great public forum space
- Provide outstanding and flexible club space
- Provide a livable and productive roof, including food production
- Maximize upper level view opportunities
- Minimize internal and external acoustic conflicts, particularly for events

Environment:

- Use scale jumping to support a sustainable neighbourhood and campus
- Design structural elements for a minimum 100 year lifespan
- Provide exemplary indoor air quality
- Minimize environmental toxins in the building materials
- Support the local building material economy
- Maximize recycled and site-sourced building materials (such as trees)
- Support site biodiversity and multi-species interaction
- Creatively support alternative transit options such as bikes

Operations:

- Support economic viability during the academic and non-academic year
- Minimize energy use
- Minimize water use
- Be easy and efficient to operate
- Maximize natural ventilation (minimize cooling)
- Provide excellent internet connectivity and charge up options (well wired)
- Optimize use of existing loading and services

Education:

- Provide advanced building systems visibility and visible systems monitoring
- Make visible the operational use and flow of materials
- Demonstrate the food growing to eating cycle in the building and celebrate local food culture
- Enhance knowledge of environmental toxins in building materials
- Support positive sustainable behaviour change

Specific Sustainability Targets

The intention of this section is to highlight sections of LEED Platinum and beyond that the design team will target. The LEED Platinum target will contain other inherent targets not noted below.

LEED Platinum including:

- Minimum 60% better energy performance than MNECB at completion, but design for a potential improvement of energy performance over time, to net zero energy use if possible
- 50% reduction in potable water use
- Maximize management of storm water on site
- Use UBC potable water to provide only the building's drinking and cooking water supply
- Incorporate visible measurement and verification
- Maximize the use of recycled materials
- Minimize the use of materials containing toxic chemicals
- Design to support minimizing operational waste
- Incorporate life cycle costing strategies in design decisions

PROJECT MISSION STATEMENT

Version: November 11, 2009 (Draft)

AMS MISSION:

TO IMPROVE THE QUALITY OF THE EDUCATIONAL, SOCIAL, AND PERSONAL LIVES OF THE STUDENTS OF UBC.

OUR VISION:

Renew, grow, and sustain a vibrant student community at UBC Vancouver.

OUR MISSION:

To create an iconic building and gathering place at the heart of the campus that:

- reinforces the student community on campus;
- fosters learning and the expression of ideas;
- supports all aspects of student life (physical, intellectual, spiritual, social, emotional, and occupational);
- strengthens the AMS's ability to provide services and communicate with students, and;
- promotes environmental sustainability and a healthy lifestyle.

OUR VALUES:

Participation & Empowerment

We value everyone's ideas and perspectives. We will ensure that everyone has the opportunity to be heard through broad and meaningful engagement.

Democracy

We are accountable to the student membership of the Alma Mater Society of UBC Vancouver.

We consider every member of the AMS to be sufficiently well qualified to participate in the process of governing the project.

All decision-making bodies will have a majority of democratically-elected student representatives, that are guaranteed effective participation, the resources and time to gain the understanding necessary to make informed decisions, equality in voting and control over the agenda.

Transparency & Openness

Our project's process is founded upon a culture of openness, effective reporting, and access to information.

Open-Communication

We say only what we mean and communicate to avoid misunderstanding. We avoid making assumptions, and ask questions to confirm mutual understanding.

Excellence & Problem Solving

We strive to achieve our best in everything we do. We are able to change to adapt to different circumstances. We embrace problems and challenges as an opportunity for learning, expressing creativity, and utilizing our experience to create amazing solutions.

Responsibility & Teamwork

We will always work to contribute positively to the team, demonstrate mutual respect towards all team members, take responsibility for ensuring mutual success, seek out help if we need it, and evaluate ourselves to improve our performance.

Equality & Diversity

We believe in equal opportunity and fairness. We take individual differences into account, respect the ways in which those differences manifest, and encourage the exchange and use of diverse perspectives and ideas. We promote and protect diversity in our people, processes, and the new student union building.

Continuity

We view our transition of students as a strength - while new perspectives provide fresh thinking, we will ensure that we build upon former team members' work and past participants' input.

AMS staff and professional consultants commit to working on the project until the building is completed to support a strong continuity of decisions and ideas.

Learning & Fun

We believe in creating and promoting opportunities for learning and fun for both members of the community and the project team.

Environmental Sustainability

We acknowledge our obligations as global citizens and strive to create a sustainable and equitable future for all.

We strive to show leadership in achieving the highest level of environmental sustainability possible in of all aspects of the project.

We encourage learning about environmental sustainability through our process and the design of the new student union building.

Social Responsibility

We strive to improve the welfare of the people and communities that are impacted by our project.

Financial Sustainability

We will protect and enhance the ability of the AMS organization to sustain itself financially in the future.

OUR GOALS & STRATEGIC OBJECTIVES

Project Goal:	Implementation:	Strategic Objectives
<p>Governance: To promote the principle and practice of student participation in all levels of decision-making for all bodies that deliberate on the affairs of its members</p>	Process	Implement a student-driven project governance structure
		Implement best practices project management
		Implement a comprehensive student engagement process
	Building	Implement <i>Facility Space Program</i>
<p>Advocacy: Facilitate dialogue and debate around student priorities and beliefs; facilitate opportunities for advocacy within the student body and with external bodies</p>	Process	Implement a comprehensive student engagement process
		Implement a student-driven governance structure that includes outside stakeholders
	Building	Implement <i>Facility Space Program</i>
<p>Institutional Development: Enhance the quality and reputation of UBC Vancouver as a place to have an amazing student experience</p>	Process	Deliver the project on-time and on-budget
		Implement a comprehensive student engagement process
	Building	Develop an iconic and exemplary building design that meets or exceeds the programmatic and design requirements
		Implement <i>Facility Space Program</i>
		Obtain LEED Platinum Certification
	Operations	Implement a lease agreement with UBC that supports the operation and maintenance of a high-quality facility
	<p>Community-building: Create more and new opportunities for interaction, lasting relationships, awareness of what we have in common and the differences that make us unique, as well as developing a sense of common ownership of public campus spaces</p>	Process
Obtain commitment from all stakeholders to the Project Mission Statement		
Building		Coordinate the design and <i>Facility Space Program</i> of the New SUB with the other stakeholders on University Square
		Implement the <i>Facility Space Program</i>

Project Goal:	Implementation:	Strategic Objectives
Vital Campus Place: Ensure the continuity of the student union building as a vital campus place in the lives of students, and as a place that enhances the legacy of the student experience	Process	Develop a plan to minimize disturbance to campus life from the new student union building's construction
		Utilize the project communication/engagement process to raise awareness of the services and spaces in the new student union building
		Develop a plan to systematically reinforce and protect quality of design throughout the design and value management process
	Building	Implement the <i>Facility Space Program</i>
		Develop an iconic and exemplary building design that meets or exceeds the programmatic and design requirements
Services: Accommodate AMS members' need for services and resources (e.g. energy, water, nutritional, cultural, political, commercial, social, justice, security, artistic, spiritual, athletic, academic, recreational, entertainment, etc.)	Process	Implement a comprehensive student engagement process
		Maintain a Student Advisory Committee for the duration of the project
		Ensure stakeholder representative sign-off before progressing at key stages
		Implement a change management process
		Conduct a post-occupancy evaluation
	Building	Implement the <i>Facility Space Program</i>
	Operations	Implement a lease agreement with UBC that supports the operation and maintenance of a high-quality facility
Student Development: Provide opportunities for skill building and work experience among AMS Members	Process	Implement a student-driven project governance structure
		Implement the <i>New SUB Curriculum Initiative</i>
	Building	Implement <i>Facility Space Program</i>
Student Academic Life: Provide opportunities for intellectual exchange as well as enhancing students' educational experience	Process	Implement the <i>New SUB Curriculum Initiative</i>
		Develop a plan to minimize disturbance to campus life from the new student union building's construction
	Building	Implement <i>Facility Space Program</i>
	Operations	Provide a list of recommendations for operational changes in the new student union building

Project Goal:	Implementation:	Strategic Objectives
Environmental Sustainability: Demonstrate and promote an environmentally sustainable operation and type of development that reflects a context of local and global environmental interdependency	Process	Maintain a Sustainability Advisory Committee for the duration of the project
		Implement an Integrated Design Process
	Building	Obtain LEED Platinum Certification
		Implement pre-requisites on Living Building Challenge as Innovative LEED credits
		Implement building performance monitoring in the new SUB to allow tracking of environmental impacts for the <i>AMS Lighter Footprint Strategy</i>
Financial Sustainability & Entrepreneurship: Protect and enhance the financial viability of the AMS as an organization, and create new student work opportunities	Process	Deliver the project on-time and on-budget
		Implement best practice project management
		Ensure stakeholder representative sign-off before progressing at key stages
	Building	Implement <i>Facility Space Program</i>
		Develop a design that minimizes operating costs
	Operations	Provide a list of recommendations for operational changes in the new SUB
	Diversity & Accessibility: Create an inclusive environment for all users of the new building	Process
Institutionalize diversity and accessibility in the project's process		
Building		Create a universally accessible new student union building
		Integrate flexible space usage into the design
		Implement <i>Facility Space Program</i>
Operations		Provide a list of recommendations for operational changes in the new student union building

ABOUT THE PROJECT MISSION STATEMENT'S CREATION:

During initial consultations for the SUB Renew Project Cannon Design asked students to identify goals, needs, facts, and concepts for a new or renovated student union building. The goals identified by students in these early consultations forms the basis of the "Project Mission" and many of the project goals outlined in this document. In the summer of 2008 the SUB Renew Committee held two working sessions to build upon the initial student input

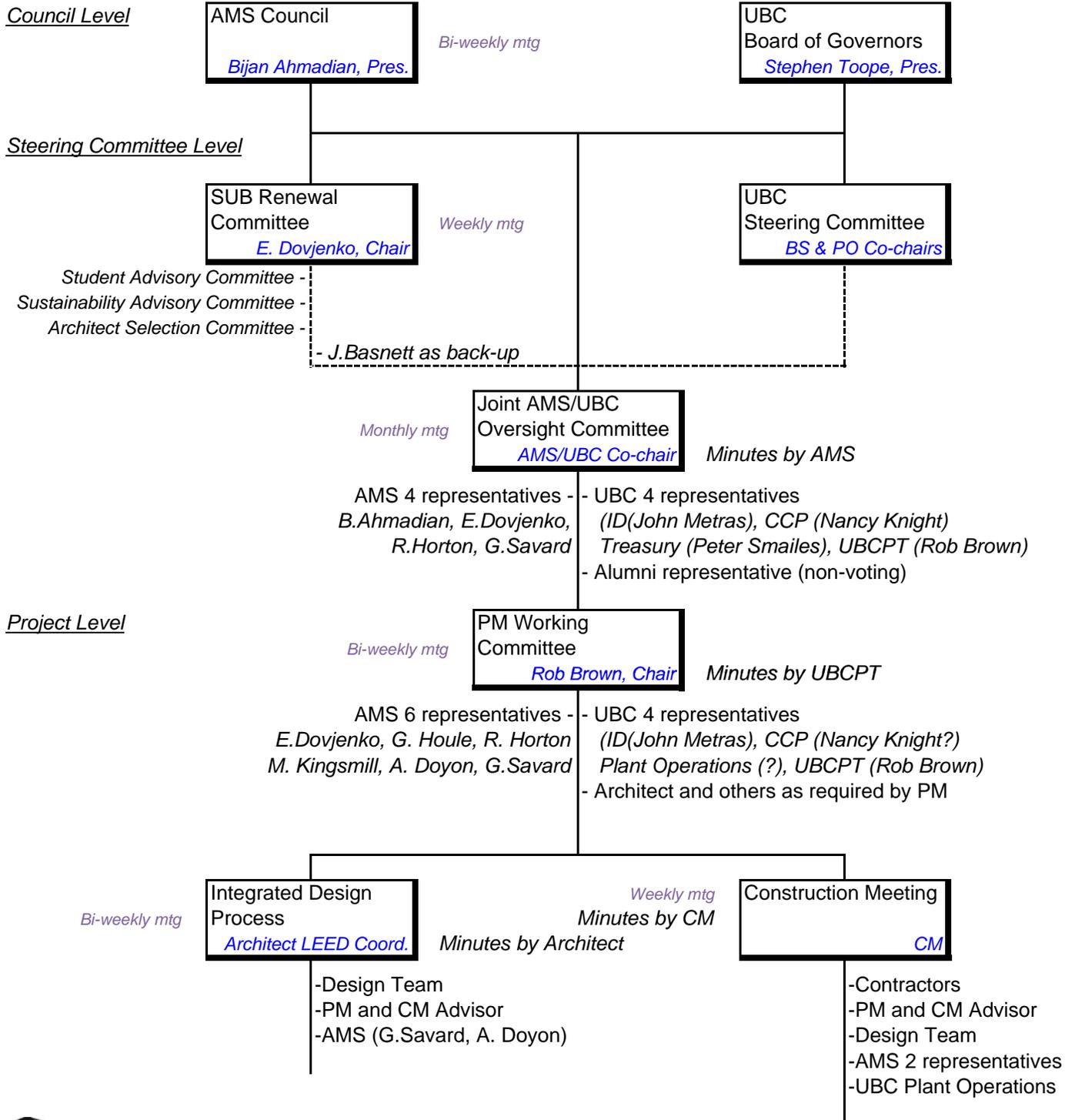
recorded in Cannon Design's *February 2008 Consultation Report* by creating a clearly defined list of goals for the project. This list was then circulated within the AMS and to the project's Student Advisory Committee for comment (the input received can be found in "Appendix One" of the *New SUB Facilities Space Program*). The final stage of the process completed fall 2009 was to articulate the project vision, mission, values, and strategic objectives through discussions with SUB Renew Committee members and by drawing upon the student priorities expressed in project consultations.

Governance Structure

Project Organization Chart

Revised Draft

Highlighting student participation in committees



ALMA MATER SOCIETY OF UBC

SUB RENEWAL PROJECT FACILITY PROGRAM

Prepared January 14, 2018

Proprietary and confidential

R E Q U E S T F O R P R O P O S A L

Table of Contents

Introduction and Background	2
Administrative	2
Schedule of Events	2
Guidelines for Proposal Preparation	3
Detailed Response Requirements	4
Statement of Work	4
Evaluation Factors for Award	5

INTRODUCTION AND BACKGROUND

PURPOSE OF THE REQUEST FOR PROPOSAL

The Alma Mater Society of UBC's Mission Statement is "To improve the quality of the educational, social and personal lives of the students at UBC". Our membership currently consists of the 43,000 students on campus.

The Alma Mater Society of UBC is interested in retaining a consultant to prepare and present a detailed facility program, complete with a room by room space program, for the new Student Union Building (SUB).

History:

The current SUB was completed in 1968. Forty years later, in a successful April 2008 referendum, AMS members approved a fee for the construction of a new \$110M SUB, to be built on University Square – adjacent to the current SUB, in space previously allotted to the UBC's "University Blvd Project", which consisted of commercial development and market housing. This event marked a shift in priorities toward a more student-centred campus core. Preliminary programming for SUB renewal was done in 2007-8 by Cannon Design. In August 2008, a Memorandum of Understanding was signed by the AMS and UBC, outlining key issues such as location, financing, and administration of the new SUB. The new SUB will achieve the highest sustainability objectives, emphasize public space and flexibility, symbolize student empowerment, and be a building like no other. The new building will likely interface with two UBC projects: an underground bus-terminal, which would be built before the new SUB, and an alumni centre, built after the new SUB.

AMS & UBC Governance:

The AMS Council has empowered the SUB Renewal Committee to act as the new SUB steering committee. The SUB Renewal Committee is chaired by the AMS Vice-President Administration. The successful programmer will work in collaboration with this committee, as well as AMS staff such as the SUB Renewal Coordinator and the AMS Communications Manager.

Other Consultants (for your information):

The SUB Renewal Committee will also be hiring project managers in the fall of 2008, and will commence a design team selection process once this programming work has reached sufficient detail to support preliminary designs.

ADMINISTRATIVE

DUE DATES

All proposals are due by 3:00 P.M. Aug 29, 2008

They are to be submitted electronically to design@ams.ubc.ca and vpadmin@ams.ubc.ca

SCHEDULE OF EVENTS

Event	Date
RFP Distribution to Consultants	Aug 21,08
Questions From Consultants About Scope or Approach Due	Aug 25,08
Responses to Consultants About Scope or Approach Due	Aug 26,08
Proposal Due Date	Aug 29,08
Review of Proposals—Week of	Sept 1,08
Final Consultant Interview--Week of	Sept 1,08
Anticipated Decision and Selection of Consultant	Sept 11,08
Anticipated Commencement Date of Work	Sept 15,08
Anticipated Completion Date of Work	Jan 5, 09

TECHNICAL CONTACT

Any questions concerning the Statement of Work (SOW) requirements must be directed to:

Name	Michael Kingsmill
Address	6138 SUB Blvd. Vancouver, B.C. V6T 1Z1
Phone	604-822-5000
FAX	604-822-4711
Email	design@ams.ubc.ca

GUIDELINES FOR PROPOSAL PREPARATION

PROPOSAL SUBMISSION

Proposals should not exceed 15 pages of text, not including resumes. The submitted proposals must include each of the following sections:

1. Project Summary
2. Scope, Approach, Methodology
3. Project Management Approach
4. Deliverables
5. Fee Schedule
6. Appendix I: Project Team Staffing and Relevant Past Project Experience
7. Appendix II: Sample of Standard Client Agreement

The detailed requirements for each of the above-mentioned sections are outlined below.

DETAILED RESPONSE REQUIREMENTS

PROJECT SUMMARY

This section will present a synopsis of the Consultant's responses to the RFP. The Project Summary should be a brief overview of the engagement, and should identify the main features and benefits of the proposed proposal.

STATEMENT OF WORK

SCOPE, APPROACH, AND METHODOLOGY

This section will act as the Statement of Work (SOW) to be used as a guideline by the consultant. Identify the key issues/challenges of the project and how your team will address them. Outline your approach to meeting the following objectives:

Review facility studies and preliminary program information.

Develop a user needs information gathering strategy including, but not limited to, a series of consultations with diverse user groups and operations staff to identify needs and issues.

Survey the existing SUB facilities physical space and operational structure to determine how existing facilities will be incorporated into the new building.

Identify new (non pre-existing) facilities and spaces useful to the student community to be included in the new SUB.

Identify spatial requirements, adjacencies, and building restrictions.

Analyze the short and long range program requirements.

Prepare and present a Draft of Options for the Detailed Facilities Program Document for steering committee evaluation.

Prepare a Final Report that provides the Detailed Facilities Program as well as identifying other functional considerations acquired through the programming process that will be valuable in the design phase.

PROJECT MANAGEMENT APPROACH

Include the method and approach used to manage the overall project and client correspondence. Briefly describe how the engagement proceeds from beginning to end.

DELIVERABLES

Include descriptions of the types of reports used to summarize information. The Alma Mater Society of UBC requires the following deliverables in relation to the project:

One master copy of the Detailed Facilities Program document in reproducible format and two copies.

One electronic copy of the program document.

A formal presentation of the findings and recommendations to the Committee.

DETAILED FEE BREAKDOWN

Include a fee breakdown by project phase and estimates of reimbursable expenses.

APPENDIX I: PROJECT TEAM STAFFING & RELEVANT PROJECT EXPERIENCE

A list of personnel to be assigned to the project team together with a personal resume for each individual that may be assigned to the project, with details of their qualifications and experience on similar projects.

Availability and commitment of project team members during the required time frame.

A description of similar projects completed with the names and phone numbers of you client references. Experience on projects involving student union buildings and institutional work at UBC should be highlighted.

APPENDIX II: SAMPLE OF STANDARD CLIENT AGREEMENT

Include a sample of your standard client agreement or contract for facilities programming services similar to those expressed in your proposal.

EVALUATION FACTORS FOR AWARD

CRITERIA

- A. Written proposal:
 1. Communications and consultation strategy.
 2. Project approach / methodology.
 3. Experience / qualifications of assigned personnel.
 4. Experience with projects of a similar size and nature.
 5. Understanding of the AMS and student interests.
- B. Interview:
 1. Quality of answers to questions.
 2. Interaction with the SUB Renewal Committee.

PROCESS

SUB Renewal Committee members will evaluate and score the proposal in accordance with the above-listed evaluation criteria.