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GamePlan is a framework to guide UBC's decision-making for recreation and athletics facility investments.
Executive Summary

GamePlan: UBC’s Recreation and Athletics Facilities Strategy is a 20-year framework to guide UBC’s investments in facilities for recreation, athletics and related research at the Point Grey campus. The Strategy supports UBC’s commitment to wellbeing by meeting a growing need for recreational fitness and gymnasium space.

The GamePlan process began in 2015 and concluded in spring 2017 when the UBC Board of Governors approved this strategy. A set of Board-adopted principles guided GamePlan and provided criteria against which to develop and evaluate facility options:

- Align with UBC’s core academic mission
- Promote the health and wellbeing of students, faculty, staff and residents
- Foster varsity excellence
- Embrace UBC’s history
- Build a sound business case
- Explore land use and housing revenue opportunities

Through public engagement, targeted outreach, technical analysis, and financial evaluation, UBC identified five key areas where existing facilities do not meet the campus community’s current or future needs: 1) fitness space 2) gymnasium space 3) aging facilities 4) support facilities. The strategy also considered academic synergies with the School of Kinesiology.

GamePlan recommends key facility investments to meet these needs:

1. **New Recreation Fitness Centre and Reimagined War Memorial Gym**
   - New Recreation Fitness Centre
     - 3 gymnasium courts
     - ~45,000 sqft of fitness space
     - ~10,000 sqft of office and support space
     - Total including gross-up ~130,000 sqft
   - New or renewed War Memorial Gym
     - Spectator gym with retractable seating for varsity sports
     - ~25,000 sqft of strength and conditioning space
     - ~25,000 sqft of office and support space
     - Total including gross-up ~110,000 sqft
   - Up to 85,000 sqft of consolidated space for academic programs like the School of Kinesiology.

2. **Rebuilt Thunderbird Stadium**
   - 5,000-seat spectator Thunderbird Stadium with multi-purpose field space
   - The precise location of the rebuilt Stadium will be determined through the Stadium Road Neighbourhood Plan process

3. **New Baseball Stadium**
   - Donor-funded opportunity to transform UBC’s existing baseball field into a spectator facility

GamePlan is a framework to guide UBC’s decision-making for recreation and athletics facility investments. The decision to proceed with each recommendation depends on prioritization relative to UBC’s other capital project needs, available funding, further community consultation, and UBC Board of Governors’ approval.

UBC’s Board of Governors approved GamePlan on April 13, 2017.
A healthy, active and connected community where each person is at their personal best and proud of their UBC experience.
Purpose

GamePlan: UBC’s Recreation and Athletics Facilities Strategy is a 20-year framework to guide UBC’s investments in facilities for recreation, athletics and related research at the Point Grey campus.

The Strategy supports UBC’s commitment to wellbeing by meeting a growing need for recreational fitness, gymnasium and related institutional space, and for addressing aging campus facilities.

Scope

GamePlan is a framework to guide recreation and athletics facility investments at UBC’s Point Grey campus for the next 20 years. The Strategy recommends specific facility investments to meet recreation and athletics needs, and leverage academic partnerships. It does not recommend how UBC should prioritize these projects relative to other capital project needs. The decision to fund and build each project is subject to UBC’s capital prioritization process, available resources, further community consultation, and UBC Board of Governors’ approval. GamePlan recommendations may also require further consultation and approvals to amend UBC’s land use planning policies.

Vision

From Olympians and Thunderbirds to lunchtime intramurals, recreation and athletics are important for the UBC community’s wellbeing and school spirit.

UBC Athletics and Recreation’s vision reflects this role: “a healthy, active and connected community where each person is at their personal best and proud of their UBC experience.”

GamePlan supports UBC’s efforts to implement this vision by ensuring the University has high quality recreation and athletics facilities to support the campus community’s wellbeing.

UBC Policies and Plans

GamePlan supports UBC’s strategic plan and academic mission, UBC Athletics and Recreation’s vision and mission, the School of Kinesiology’s 2017 Strategic Plan, UBC’s Strategic Plan for Varsity Athletics, and UBC’s Mental Health and Wellbeing Strategy. GamePlan also reflects the visions and policies for the Point Grey campus in UBC’s Vancouver Campus Plan and Land Use Plan.
UBC’s Board of Governors adopted a set of principles to guide GamePlan recommendations, each with criteria against which to evaluate options.
1. **Align with UBC’s Core Academic Mission**
   - Ensure that facilities reflect UBC’s strategic priorities
   - Allow sufficient land capacity for future academic growth

2. **Promote the health and wellbeing of students, faculty, staff and residents**
   - Increase and enhance access to quality sport and recreational facilities for those who learn, live, work, and play on our campus
   - Create opportunities for recreation activities and other events that build community and social engagement

3. **Foster varsity excellence**
   - Provide outstanding facilities for varsity athletics excellence on the national and world stage
   - Use varsity athletics in athletic facilities to engage the campus and surrounding community and to build school spirit

4. **Embrace UBC’s history**
   - Retain, where viable, the cultural, historic and community value of existing facilities like War Memorial Gym and Thunderbird Stadium

5. **Build a sound business case**
   - Ensure the strategy is financially sustainable and can leverage investment from a range of sources, which could include donors, commercial revenue, and potential incremental housing revenue

6. **Explore land use and housing revenue opportunities**
   - Align potential land use changes and incremental housing revenue opportunities with the University’s priorities, the timing of facility investments and Board of Governors’ Endowment policies
Each of GamePlan’s phases included extensive public consultation and targeted outreach with students, faculty, staff, residents, alumni and the UBC Athletics community.
The GamePlan process began in 2015 and concluded in April 2017 when the UBC Board of Governors approved this strategy. UBC Athletics and Recreation, along with Campus and Community Planning, led GamePlan in collaboration with other UBC departments, UBC Properties Trust and external experts. A Steering Committee oversaw the project with representatives from:

- Vice-President, Students
- Provost and Vice-President, Academic
- Vice-President, External Relations (Campus and Community Planning and Government Relations)
- Vice-President, Development and Alumni Engagement
- Vice-President, Finance (Treasury and Infrastructure Development)
- Faculty
- UBC Properties Trust
- School of Kinesiology

PLANNING PROCESS TIMELINE:

2015
Phase 1: Background + Needs Assessment: Visioning, a review of existing facilities, background research, data collection and surveys and interviews

2016
Phase 2: Criteria + Options Development: Confirmation of needs, development of principles and evaluation criteria, technical analysis of options and stakeholder consultation

2016 onwards
Phase 3: Public Consultation, Review + Adoption: Consultation with the campus community (in person and online), revisions to the draft strategy based on consultation input received, and UBC Board of Governors approval of the strategy

2017 onwards
Phase 4: Implementation (18 months +): Capital planning and processes to amend UBC plans as required, including the Stadium Road Neighbourhood planning process.

PUBLIC ENGAGEMENT HIGHLIGHTS: More detail on GamePlan public consultation here: www.planning.ubc.ca

- 2,231 Option Surveys completed
- 15 Information Booths
- 4 Public Open Houses
- 2 Community Workshops
- 8,000 Student Need Surveys completed
GamePlan’s first phase included research and analysis to understand recreational and athletics needs. This work involved stakeholder consultation, a campus-wide survey, comparative research, and an overview of existing UBC facilities and programming.
Recreational Fitness Space

Expanded fitness centre space is by far UBC’s biggest recreational need. At 7,500 square feet, UBC provides a mere 0.15 square feet of fitness space per student. This will increase to 0.36 square feet with upcoming investments in the UBC Life Building (the former Student Union Building), but is still significantly lower than comparable universities at 0.45 to 1.35 square feet per student. UBC’s Birdcoop Fitness Centre has a capacity of 140 for a daytime campus population of more than 70,000, and is consistently overcrowded.

Aging Facilities

Many of UBC’s recreation facilities are relatively new, but two major facilities stand out for their poor condition: War Memorial Gym (below left) and Thunderbird Stadium. War Memorial Gym is nearly 70 years old and requires significant system, accessibility and life safety upgrades. It does not meet modern varsity and recreational needs, and is an inefficient use of space. Thunderbird Stadium is nearly 50 years old and has system and seismic upgrade needs, as well as an inefficient layout.
Gymnasium Space

UBC has a significant shortage of multi-use gym space. Compared to peer universities, UBC provides 25 to 50 percent of the amount of student-focused recreational space. The Student Recreation Centre and varsity-focused War Memorial Gym are heavily used, both fully booked for 14 hours per day on average. This results in long wait lists, lost engagement opportunities and underserved program areas.

Support Facilities

UBC’s recreation and athletics community needs support facilities to thrive. There is a current shortage of office space, meeting and video rooms, club training space, and studio space. Administrators, coaches and training staff in particular have office shortages and are scattered across the campus in different locations.

Academic Partner Opportunities

The GamePlan process also identified opportunities that could provide collaboration and synergies between recreation, high performance sport, academic research, health and wellness and community building. This is exemplified by the opportunity to strengthen and build upon existing collaborations with the School of Kinesiology.

UBC’s School of Kinesiology is Canada’s top-ranked program in the study of human movement and its relationships to health, sport and physical culture. The School has significant facility needs. Faculty, staff and students are dispersed across nine buildings and have limited classroom space. Many of the School’s facilities are also aging with significant deferred maintenance, limiting growth and imposing financial burden. The GamePlan process identified an opportunity to enhance integration between the School, other UBC initiatives, and potential partners such as the Canadian Sport Institute, Coaching Association of Canada, and Canadian Olympic Committee, by co-locating aspects of the School of Kinesiology and future recreation and athletics facilities.

GamePlan also identified other opportunities to enhance campus recreation and athletics opportunities, but with lower current need. These included a racquets centre, enhanced sport science and expanded covered indoor field spaces.
GamePlan aspires to create positive change through sport and physical activity on a local, national and global scale by integrating research, learning, well-being, high performance and community-building activities in a best-in-class facility.
The *GamePlan* process explored a number of options to meet the needs for fitness space, gymnasium space, aging facilities, and support space.

Early options considered the creation of two distinct UBC ‘Athletics and Recreation Hubs’, to focus future development in areas where athletics and recreation facilities already exist. One hub centered on a renewed or new War Memorial Gym, and the other on a new Athletics Centre of Excellence with a renewed or new Thunderbird Stadium.

Based on this evaluation, the Hub concept evolved into the *GamePlan* facility concepts on the following pages.

Each option was subject to detailed technical and financial analysis and public consultation. Analysis results were then assessed to determine how each option served the *GamePlan* principles and criteria (Appendix Three shows each of the options).
New Recreation Centre and Reimagined War Memorial Gym

This concept addresses all areas of need by greatly expanding fitness and gym space, by improving aging and support facilities, and potentially, providing some academic space that could consolidate the School of Kinesiology.

The concept proposes a combined varsity, recreation, fitness and Kinesiology facility spanning the current War Memorial Gym site and the ‘Gateway North’ site directly to its east. The New Recreation Fitness Centre will significantly increase fitness and recreation space in the heart of campus, close to other student services and transit. New academic space could consolidate some School of Kinesiology programs, activity based programs, gymnasiums, laboratories, and people from across UBC.

There is also an opportunity to extend and integrate this concept with a vision for a Community Health Sciences facility, which would integrate Nursing and Kinesiology and could be located on the Gateway South site, immediately south of the proposed recreation fitness centre.

The reimagined War Memorial Gym would be a renewed or rebuilt varsity facility integrated with the New Recreation Fitness Centre. The facility would provide strength, conditioning, change room and additional athlete support space and support space for administrators, coaches and trainers. The Gym will honour the existing building’s heritage and provide an enhanced varsity spectator venue.

UBC will decide the precise location, layout and phasing of development – including whether to renew or rebuild War Memorial Gym – as part of more detailed project planning and design, as Implementation describes, below.

This integrated project creates a wellbeing hub for UBC. Consolidating recreation and varsity facilities provides program, financial and functional efficiencies by allowing shared spaces. It also improves access to fitness and recreation for UBC’s entire community. The combined facility provides a focal point to build school spirit and enhances UBC’s varsity recruitment and retention.

This unique project integration also has potential to be a model facility in Canada — and globally — for collaboration and innovation in sport. As a result there is significant interest from national partners (i.e. Canadian Sport Institute and Canadian Olympic Committee) to potentially partner on these projects. The partners have identified a collective goal of seeking knowledge, excellence, and optimal function and performance across the sporting pathway, from recreational athletes to varsity athletes to Canadian Olympians.

The combined facility also provides important space that could consolidate the School of Kinesiology, complementing the recreation and athletics focus and improving opportunities to align research and recreation.

Finally, this concept meets UBC’s recreation and athletic needs over GamePlan’s 20-year timeframe.
Renewed War Memorial Gym Option

Cross-section

This option considers the renewal of War Memorial Gym with a new facility on the Gateway North site to provide recreation, fitness, and academic programs in a multi-level, multi-purpose facility. The proposed program for this option is:

**Recreation + Fitness Centre**
- 3 gymnasium courts
- ~45,000 sqft of fitness space
- ~10,000 sqft of office and support space

**Renewed War Memorial Gym**
- Spectator gym with retractable seating for varsity sports
- ~25,000 sqft of strength and conditioning space
- ~25,000 sqft of office and support space

**Up to 85,000 square feet of academic space for an academic partner such as the School of Kinesiology**

**Estimated capital cost:**
- Recreation Fitness Centre: $40m to $45m
- War Memorial Gym: $45m (renewed)

*A War Memorial Gym renewal cannot accommodate the full varsity, strength, conditioning and support needs in the existing building. If a War Memorial Gym renewal is the preferred option through the next phase of detailed planning and design, the full varsity, strength conditioning and support needs would be split between the renewed War Memorial Gym and a rebuilt stadium.*
Rebuilt War Memorial Gym Option

Cross-section

This option considers a combined varsity, recreation, fitness and Kinesiology facility spanning the current War Memorial Gym site and the ‘Gateway North’ site directly to its east. The proposed program for this option is:

**Recreation + Fitness Centre**
- 3 gymnasium courts
- ~45,000 sqft of fitness space
- ~10,000 sqft of office and support space

**Rebuilt War Memorial Gym**
- Spectator gym with retractable seating for varsity sports
- ~25,000 sqft of strength and conditioning space
- ~25,000 sqft of office and support space

**Up to 85,000 square feet of academic space for an academic partner such as the School of Kinesiology**

Estimated capital cost:
- Recreation Fitness Centre: $40m to $45m
- War Memorial Gym: $50m (rebuilt)
GamePlan included extensive analysis, including technical studies with consultants, analysis of current programing and demand, and comparisons with peer universities.
This concept proposes a rebuilt 5,000-seat spectator Thunderbird Stadium with multi-purpose field space.

A rebuilt Stadium will address the current aging facility to meet athletic and support space needs. It will also be a more efficient use of UBC’s land and offer a better spectator experience than the current Stadium, where the field is far from the spectator stands. This will provide an exciting opportunity to improve student and community engagement. UBC will explore retaining elements of the existing Stadium, such as the Thunderbird name and imagery, through more detailed project planning and design.

The rebuilt Stadium will be located either on its current site or on a site closer to Thunderbird Park, between East Mall, Stadium Road and West 16th Avenue. The precise location will be determined through UBC’s Stadium Road Neighbourhood planning process, to begin in fall 2017. This will ensure integration and compatibility between the rebuilt Stadium and future neighbourhood.

Estimated capital cost: $35 m.

Map showing general planning area for future stadium location (to be determined through Stadium Road Neighbourhood planning process)
The GamePlan process also explored an exciting donor-funded opportunity to transform UBC’s existing baseball field into a spectator facility. The proposed facility will serve as a hub for community events, accommodating varsity, competitive and recreation league games.

The enhanced Baseball Field at Thunderbird Park (blue area below) will leverage UBC’s current Baseball Indoor Training Centre. This will strengthen UBC’s role as a destination for regional and even national baseball, and provide an important community amenity. Further public consultation on the Baseball Field will occur as the development process proceeds.

Estimated capital cost: $9m
The proposed Baseball Field will serve as a hub for community events, accommodating varsity, competitive and recreation league games.
Implementation
GamePlan is a framework to guide UBC’s recreation and athletics facility investments. It is not a detailed capital allocation strategy to say when and how UBC will fund a project. Nevertheless, two of GamePlan’s principles are to ‘Build a sound business case’ and to ‘Explore land use and housing revenue opportunities’ to address recreation and athletics needs.
Funding

The GamePlan process identified the following potential funding sources.

Facility-Specific Funding Sources

- **New Recreation Fitness Centre**
  
  Students were very clear through the GamePlan process about the need for improved fitness and gym facilities. In March 2017, students showed this support by approving an Alma Mater Society referendum to establish a fee to contribute to a New Recreation Fitness Centre. The fee will be based on an agreement between UBC and the AMS and begin at $5 per year, increasing $5 annually to $25 and continuing until students contribute a maximum of $22.5m to the project costs.

  This generous commitment continues UBC students’ history of supporting campus facilities, including the War Memorial Gym’s original construction.

  Reflecting the GamePlan principle to ‘Build a sound business case’, UBC will explore funding sources to leverage the student commitment. This exploration will include all capital project funding sources.

- **Reimagined War Memorial Gym and Academic Space**
  
  UBC will explore the typical capital project funding sources described below to deliver these projects, including potential donor funding.

- **Rebuilt Thunderbird Stadium**
  
  The GamePlan analysis showed that a rebuilt Thunderbird Stadium could allow a more efficient use of land in the future Stadium Road Neighbourhood. The freed up land could provide additional housing development opportunities, above the amount of housing UBC’s current plans provide.

  Rebuilding Thunderbird Stadium to take advantage of this opportunity is a cost of developing the future Stadium Road Neighbourhood; consequently, UBC would apply revenue from the housing development to build a new Stadium.

The cost of development process is a standard UBC practice when buildings are moved for new projects. Any remaining revenue would follow Board policy and direction.

- **Baseball Field**
  
  Donor contributions will fund the new Baseball Field at Thunderbird Park. UBC will explore leveraging these generous contributions with the typical capital project funding sources described below.

Typical Capital Project Funding Sources

In addition to the recommendation-specific funding sources, UBC will explore the following typical capital project funding sources to deliver GamePlan facilities:

- UBC funding: Fee and programming revenue generated from expanded facilities; allocations from UBC’s central budget.
- Government funding: Federal and/or provincial recreational infrastructure funding.
- Donor and sponsorship: Alumni, donor and community support.
New Recreation Fitness Centre
More fitness and gym space is UBC’s greatest recreation and athletics need. To leverage the generous student fee, UBC’s established capital planning efforts will focus on completing the New Recreation Fitness Centre as phase one of implementing GamePlan’s recommendations. This phase will include academic space that could be used for the School of Kinesiology.

Reimagined War Memorial Gym
The New Recreation Fitness Centre will integrate with War Memorial Gym. The timing for a renewed or rebuilt War Memorial Gym will depend on funding opportunities. If UBC completes the New Recreation Fitness Centre before funding is available, renewing or rebuilding War Memorial Gym will be phase two of implementing GamePlan’s recommendations.

Timing
The timing of GamePlan implementation depends on available funding, prioritization relative to UBC’s other capital project needs, further community consultation, and Board of Governors’ approval through UBC’s established capital project approval process. In general, UBC will deliver GamePlan facilities according to the following timing:

- Rebuilt Thunderbird Stadium
  UBC will proceed with a rebuilt Thunderbird Stadium following the Stadium Road Neighbourhood Plan process, described below. That planning process will begin in fall 2017 and take 12-18 months.

- Baseball Field
  UBC will proceed with the Baseball Field at Thunderbird Park after confirming donor funding.

- Future Facility Consideration
  GamePlan is a comprehensive long term planning project to identify needs and options to deliver those needs. The Strategy will be a living document that will be reviewed from time to time and identify potential future projects within a 20-year timeframe as needs arise and in consultation with stakeholders.
The Stadium Road Neighbourhood planning process will explore the best location for the Thunderbird Stadium. This will ensure integration and compatibility between the Stadium and future neighbourhood. It will also explore issues like parking, circulation, urban design and housing development in the area. The neighbourhood planning process will start in fall 2017 and take approximately 18 months.

The Stadium Road Neighbourhood Plan process may also include a process to amend UBC’s Land Use Plan. Amendments may be necessary to accommodate the rebuilt Stadium, adjust the existing neighbourhood boundaries, and enable additional housing development opportunities.

Land Use Policies

UBC’s current land use policies support GamePlan’s recommendations for the New Recreation Fitness Centre, Reimagined War Memorial Gym, and Baseball Field at Thunderbird Park.
Project Reviews and Approvals

*GamePlan* provides a flexible framework to guide recreation and athletics facility investments. Each recommendation is still subject to available funding and prioritization relative to UBC’s other capital project needs. Subject to funding approval, each project will undergo more detailed space programming and design to ensure the facility meets all user needs. All capital projects are required to go through the capital priority process. In brief the process is described below:

To ensure that future capital investments required to support UBC strategic goals and operational needs are properly identified and prioritized, the UBC undertakes an annual planning and prioritization review of building infrastructure and information technology (IT) priorities. This process follows a set of capital planning principles developed in 2014 with input from the Board of Governors. Key steps in the process include capital needs identification with faculties and departments, quantitative and qualitative assessment of proposed projects by the Capital Planning Working Group, consultation with campus stakeholders and a final strategic review and decision by the Executive. The process generates an updated Five-Year Capital Plan that is submitted each year, with Board of Governors’ approval, to the Provincial government. The prioritization process also generates a longer list of capital priorities in the following key categories: future academic; deferred maintenance + seismic upgrade; student housing + faculty & staff housing; athletics & recreation; and campus operations.

Other facility-specific recommendations include:

**New Recreation Centre**
- Consulting with academic and other stakeholders on the final allocation, location and design of academic space.
- If the Centre proceeds as a first phase before War Memorial Gym: accommodating the full academic program in the first phase, subject to funding; and, leaving the site’s northwest corner unencumbered to allow future War Memorial Gym construction access.
- Ensuring adequate public realm access and circulation to the north during and after construction given the high volume of nearby transit users.

**Reimagined War Memorial Gym**
- Given the Gym’s status as a campus heritage resource, exploring the viability of retaining War Memorial Gym through renewal. If renewal is not viable, retaining significant elements like the name, Memorial Wall, and Remembrance Day ceremonial function.
- Consulting with academic and other stakeholders on the final allocation, location and design of academic space.
- If the Reimagined War Memorial Gym happens as one project with the New Recreation Centre, providing adequate swing space for existing users.
- Ensuring adequate public realm access and circulation to the north during and after construction given the high volume of nearby transit users.

**Rebuilt Thunderbird Stadium**
- Through the Stadium Road Neighbourhood Plan process, providing design guidance on how best to integrate the Stadium with the future neighbourhood.
- Given the current Stadium’s status as a campus heritage resource, preserving existing building elements such as the precast concrete Thunderbirds on the existing Stadium roof.

**Baseball Field**
- Providing opportunities for public realm animation and engagement through a plaza and spectator uses on the surrounding grass berm.
## Appendix 1: Existing Facilities

<table>
<thead>
<tr>
<th>Facility</th>
<th>Activities</th>
<th>Major Amenities</th>
<th>20-Year Needs</th>
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</thead>
</table>
| Student Recreation Centre        | Intramurals; Recreation; Fitness         | 3 gymnasiums; Fitness centre; Fitness studio; Dojo                                                  | Gymnasiums at capacity  
(programmed 14 hours/day; 90 percent of drop-in times oversubscribed; student rentals only available at undesirable times)  
Fitness centre at capacity 6x per week                                                                                           |
| War Memorial Gym                 | Varsity basketball/volleyball; Intramurals; Recreation | Basketball court; Up to 4 volleyball courts; Meeting space; Community event space; departmental office & research space  
for Kinesiology; Sports Medicine Clinic                                                                                   | Gymnasiums at capacity  
(programmed 14 hours/day; varsity priority; 600+ students on intramural waitlists annually)  
Systems and seismic deficiencies  
Poor quality office space                                                                                                          |
<p>| Thunderbird Park                 | Varsity soccer/rugby/field hockey/baseball/track and field; Community sports; Community events | 2 turf fields; 6 grass fields; 1 baseball field; 1 track oval; National Soccer Development Centre | Sufficient capacity to accommodate community and UBC needs (except for intramural soccer: 30+ waitlisted teams annually) |
| Doug Mitchell Thunderbird Sports Centre | Varsity hockey; Community ice sports; Concerts | 3 ice surfaces; Weight room; Multi-purpose room; Whitecaps FC training facility                     | Sufficient capacity to accommodate community and UBC needs                                                                                   |
| Thunderbird Stadium              | Varsity football; Community soccer; Community events; Concerts | Concessions; Media; Change rooms; Football Academic Centre                                           | Systems and seismic deficiencies                                                                                                               |</p>
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<thead>
<tr>
<th>Facility</th>
<th>Activities</th>
<th>Major Amenities</th>
<th>20-Year Needs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aquatic Centre</td>
<td>Varsity swimming; Community swimming</td>
<td>10-lane 50-metre pool; 8-lane 25-metre pool; Leisure pool with lazy river; Hot tub</td>
<td>Sufficient capacity to accommodate community and UBC needs</td>
</tr>
<tr>
<td>UBC Tennis Centre</td>
<td>Community tennis</td>
<td>8 indoor courts (Centre); 4 indoor courts (Bubble); 1 outdoor court; Multipurpose room; Meeting room</td>
<td>Sufficient capacity to accommodate community and UBC needs</td>
</tr>
<tr>
<td>UBC Baseball Indoor Training Centre</td>
<td>Varsity baseball; Community baseball</td>
<td>4 indoor batting cages; Multipurpose training space</td>
<td>Sufficient capacity to accommodate community and UBC needs</td>
</tr>
<tr>
<td>UBC Boathouse</td>
<td>Varsity rowing; Community rowing</td>
<td>Rowing facilities</td>
<td>Sufficient capacity to accommodate community and UBC needs</td>
</tr>
<tr>
<td>Westbrook and Old Barn Community Centres</td>
<td>Westbrook: 2 gymnasiums; multi-purpose sports room; fitness space; dance studio; community space Old Barn: fitness space; community space, cafe</td>
<td>Wesbrook: 2 gymnasiums; multi-purpose sports room; fitness space; dance studio; community space Old Barn: fitness space; community space, cafe</td>
<td>Resident-focused facility with higher student admission fees than UBC space Sufficient capacity to accommodate community and UBC needs</td>
</tr>
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</table>
Appendix 2: Stakeholder Groups Consulted

• Alma Mater Society
• Athletics and Recreation Sport Partner
• BC School Sports Association
• Canadian Armed Forces
• Friends of the Garden Society (UBC Botanical Garden)
• Graduate Student Society
• Heritage Vancouver
• Joint Steering Committee of the Centre for Disease Modeling (CDM) and Modified Barrier Facility (MBF) (outreach email)
• MLA David Eby
• Musqueam First Nation
• President’s Advisory on Campus Enhancement
• Providence Health Care (St. John Hospice)
• Recreation staff and student recreation clubs
• Royal Canadian Legion
• Thunderbird Alumni Council

• Thunderbird Athletes Council
• UBC Botanical Garden
• UBC Ceremonies and Campus Historian
• UBC Faculty Association
• UBC Planning and Property Advisory Committee and UBC Vancouver Senate Academic Building Needs Committee
• UBC School of Kinesiology
• UBC School of Nursing
• University Endowment Lands - Community Advisory Council
• University Faculty and Staff Tenants Association
• University Neighbourhoods Association - Board
• University Sport and Recreation Committee
• Vancouver Heritage Foundation
• Varsity coaches
• Varsity alumni
GamePlan explored a number of options to meet the identified needs by increasing recreational and support space and renewing existing facilities.
Appendix 3a: Recreation and Athletics Facility Options

As part of the initial Hub concept, GamePlan explored Options A, B and C below to convert War Memorial Gym to recreational use. Those options included a new Athletics Centre of Excellence elsewhere on campus to accommodate War Memorial Gym’s existing varsity uses (in most cases integrated with the Thunderbird Stadium options).

Through further technical and financial analysis and public consultation, Options D and E emerged for a combined varsity, recreation and fitness facility spanning the current War Memorial Gym and ‘Gateway North’ sites.

Based on evaluation against GamePlan principles and criteria, the recommended concept is Option E with the addition of academic space that could be used to consolidate the School of Kinesiology. UBC will explore renewal or retention of War Memorial Gym as part of future analysis. UBC removed the other options due to technical challenges (inability to accommodate program) and financial challenges (capital costs).
Appendix 3b: Thunderbird Stadium Options

The GamePlan process explored Options 1, 2, 3, 4 and 5 below to renovate or rebuild Thunderbird Stadium. Options 2, 3 and 4 included an integrated Athletics Centre of Excellence to accommodate displaced varsity programming from a renewed or rebuilt War Memorial Gym.

Based on evaluation against GamePlan principles and criteria, the recommended concept is a rebuilt Thunderbird Stadium on the existing site or between East Mall, Stadium Road and West 16th Avenue. UBC removed other options because of technical challenges (for example, road closures, noise and impact on academic researchers), financial challenges (capital costs) and community fit. The Stadium Road Neighbourhood Plan process will determine the rebuilt Stadium’s precise location.