

PROPERTY MANAGEMENT PLAN

2024-2027



UMEÅ UNIVERSITY

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This document has been translated from Swedish into English. If the English version differs from the original, the Swedish version takes precedence.

Summary

The Umeå University property management plan describes the underlying conditions regarding the provision of premises and the projects and development efforts being prioritised throughout the period. The plan is to be used when prioritising the University's property needs, and is intended to lead to an efficient, optimised use of the University's premises.

As the head of a public authority, the Vice-Chancellor has the overall responsibility for property management at the University, and leads the University Management. The responsibility for leading and coordinating University decisions and work with property management throughout the University is distributed through the Vice-Chancellor's decision-making and delegation procedure.

The Property Management Office oversees campus development, accommodation provision, safety and security, the physical work environment, and sustainability. The Office must ensure that the indoor and outdoor campus environments are fit for purpose, accessible, secure, and sustainable. Furthermore, the Office must make sure that the University has a property portfolio with a long-term approach to finance and risk-taking.

Umeå University's campuses

There are three university campuses in Umeå:

- Main campus, referred to as Campus Umeå;
- University Hospital of Umeå, referred to as Campus NUS; and
- Umeå Arts Campus.

In addition, the University has one campus in Skellefteå and one in Örnsköldsvik, in addition to smaller premises in Abisko, Haparanda and Norrbyn.

As of 2022, Umeå University rents premises totalling approximately 239 000 m² from various property owners, with the three largest being:

1. Akademiska hus - approximately 194 000 m²
2. Campus X - approximately 22 000 m²
3. Region Västerbotten - approximately 7 500 m².

98.5 per cent of these premises are located in the Umeå urban area.

Campus planning

University campus planning is determined by the University's campus plans. Currently, there are plans for the main campus and Campus NUS.

The focus for the main campus lies on:

- increasing on-campus findability, improving safety and security, providing wider service and increased accessibility along clear indoor passageways, such as the Campus Corridor;
- concentrating rentals around the central campus areas and preparing for changes in the surrounding areas;
- increasing interaction potential by optimising how existing premises are used, and increasing density.

Principles of property management

Umeå University's property management is determined by the three development areas outlined in the University's vision. These act as a guide when prioritising within the organisation.

The University must also work to attain the goals included in the 2030 Agenda for Sustainable Development. This takes place through:

- the Climate Framework for Higher Education Institutions;
- the University's Environmental Policy;
- a collaboration agreement on sustainability with Akademiska hus. This agreement focuses on the property portfolio, energy use, waste management and gender equality.

Central management of property leases

The Property Management Office handles all of the University's leases. This provides an overview of the University's entire property portfolio and the possibility of property solutions that provide the greatest benefits to the University. This central management has contributed to the property costs at Umeå University being lower than the average for Swedish higher education institutions. In 2021, property costs comprised 9.5 per cent of the University's total costs - compared to the national average of 12.3 per cent.

Internal lease model

The University's organisations lease their premises for a minimum one-year period. They pay an average rent, enabling adjustments to property needs each year.

Transition reserve

When an organisation terminates a lease, the premises become vacant and available to rent. They then become part of the transition reserve. Between 2020 and 2024, the University's leased area (floor area) is expected to increase by approximately 6 900 m². Despite this, the transition reserve remains low, thus limiting opportunities to match rapid transitions for greater property needs.

Requirements in property projects

The University's requirements included in property projects are driven by the Vision for Umeå University, the Work environment and equal opportunities policy, and statutory requirements for public authorities. These requirements demand a creative academic environment, first-rate infrastructure and a positive, safe and accessible physical work environment.

Furnishings and interior design

The University's furnishings and interior design must be adapted and chosen so they may provide a positive work environment for employees and students. Attractive work, study and research environments are created through flexible and functional interior design that supports creative environments and meeting places. The ambition is to re-use furnishings and design features where possible, rather than buy new materials.

Proposed activities and projects for the period

Sustainable property development

- Where there is a need: adapt the application, anchor and implement the four-step principle; changed investment arenas and optimisation targets for types of premises.
- Create a group to investigate and propose changes to the existing decision structures, and subsequently engage in dialogue with Region Västerbotten about the prepared requests.

Campus planning

- Establish a campus plan for Umeå Arts Campus.
- Update the campus plan for the main campus, including a strong physical link between Campus NUS and the main campus.
- Develop attractive meeting spaces for everyone on the main campus.

Effects of digitalisation

- Investigate the consequences of the COVID-19 pandemic on the demand for premises and how they are used.
- Create a digital twin of Umeå Arts Campus.

Projects being implemented or reviewed exceeding SEK 10 million 2024-2027

Projects approved for implementation 2024-2027

- Moving examination halls to the main campus.
- An Umeå University strategy for physical keys.

Projects yet to be approved and under review 2024-2027

- The major, step-by-step University Library development.
- Strategic developments of the Social Sciences Building.
- The University's future need for laboratory facilities on the main campus.
- Strategic development of Universum.

Scope and purpose of this plan

The Government determines property management at all Swedish higher education institutions. Consequently, higher education institutions must submit an annual account of their property costs, and regularly create property management plans describing the planned development of property needs. The property management plan must also be approved by the University Board.

In addition, property management at public authorities must comply with the provision of “seeking a high degree of effectiveness and practising good economy” as outlined in Chapter 1, Section 3 of the Swedish Budget Act (2011:203). In this instance, the high degree of effectiveness refers to running the organisation within the scope of the available resources, in such a way that the organisation’s targets are met as far as possible.

The property management plan must:

- describe the specific circumstances around property management at Umeå University;
- present the prioritised focus areas and investigations for the period;
- provide support for efficient use of property resources and optimised use of premises;
- act as a strategic policy document when prioritising future property needs.

The plan addresses all campuses and presents the focus areas and investigations for larger projects that will be prioritised during the period. However, it does not describe how these investigations will be conducted; this is a later step.



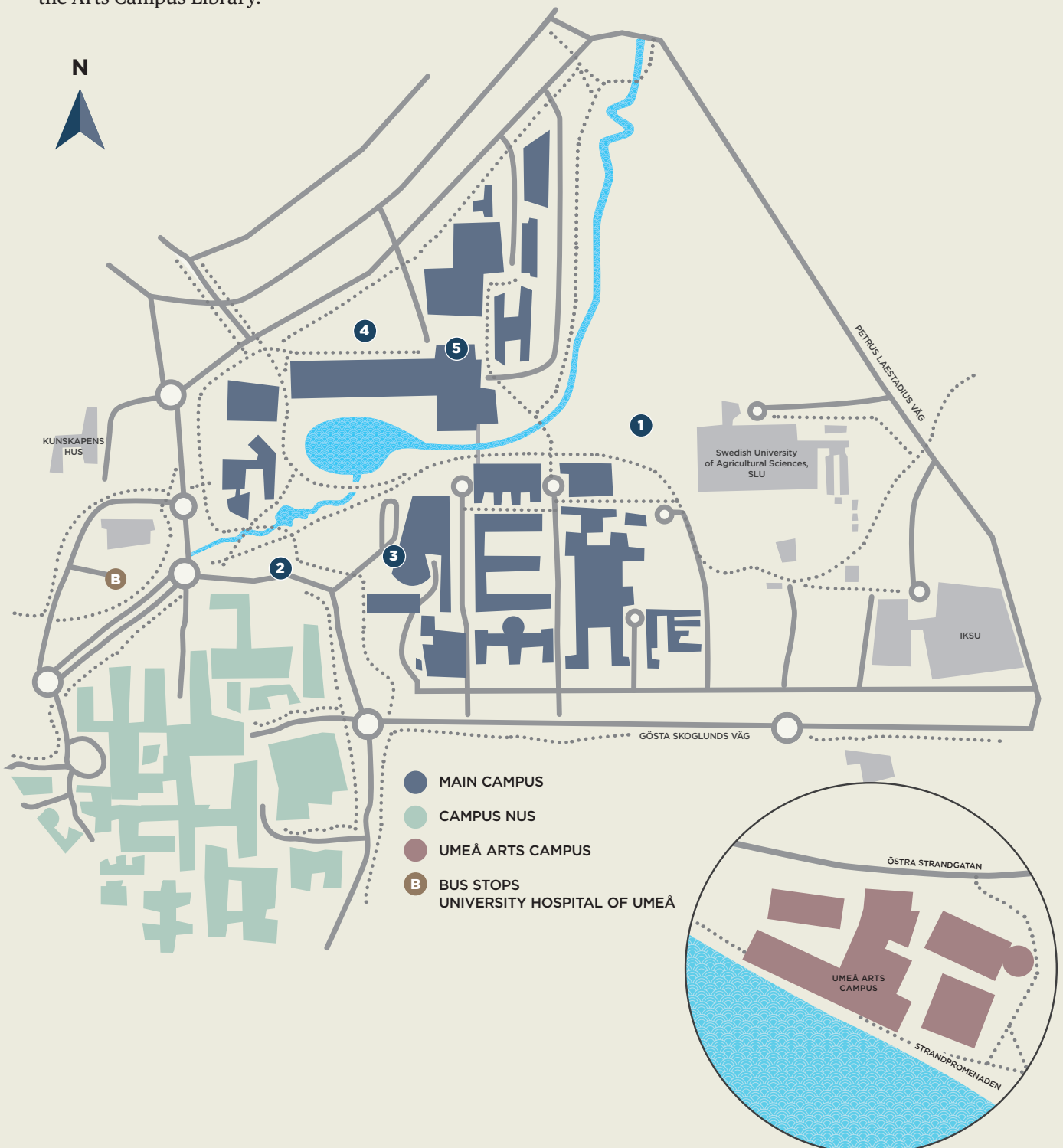
New building for examinations, teaching, study spaces, meetings, conferences, café and offices.
Vision: Ahrbom & Partner (aop.se).

Situation analysis for previously approved projects and activities

The property management plan for 2020–2023 established a number of projects for continued investigation. Here is a summary of the status of each project.

Development of study spaces 2020–2023

In addition to the projects established in the previous plan, the number of study spaces has increased. Between 2020 and 2023, approximately 450 study spaces have been added in locations such as the Chemistry Building, the University Library and the Arts Campus Library.





1 STRUCTURAL ACTIONS

ICT Services and System Development will consolidate in the Knowledge Building during autumn 2022. This frees up area in the MIT Building. An expansion of the Department of Computing Science has been planned to fill the space. An additional 1 100 m² in the Natural Sciences Building will become vacant and join the University's transition reserve.



4 REFURBISHMENT OF THE SOCIAL SCIENCES BUILDING

There is an ongoing analysis into systematic building assessment and mapping of the University's organisational needs. The results from the investigation will form the basis of the continuing work. The aim is to complete the refurbishment by 2026.



2 THE INCREASED AND CHANGING NEEDS OF THE FACULTY OF MEDICINE

Ill-health as a result of factors relating to Region Västerbotten's buildings has resulted in work environment problems. Hence, Region Västerbotten has planned a new-build to meet the need for more laboratory premises. A new, modern laboratory building has been planned next to Building 6M and Umeå University. This is a long-term, cost-effective solution better suited to the needs of the organisations than the existing premises. Construction is set to be completed in 2025, with a move-in date during 2026.



5 THE UNIVERSITY LIBRARY - LARGER STEP-BY-STEP DEVELOPMENT

The Learning Space sub-project has begun and is expected to be completed during 2022. 40 study spaces have been added in conjunction with this, and the study area now offers variation ranging from smaller sofas, standing desks, armchairs, and open and closed group rooms varying in size. The design process - with the aim of refurbishment during 2023 - is ongoing for other public spaces in the University Library.



3 MOVE THE EXAMINATION HALLS TO THE MAIN CAMPUS

A new building will be the hub of a more vibrant main campus. Umeå University will use the new building for examinations, teaching, providing study spaces, hosting meetings and conferences, a café and offices.

5 STORAGE, AFTER 2024

Storage capacity will be increased to approximately 360 m². Refurbishment will take place in stages and be completed during 2023. The new capacity is expected to be suitable until around 2030.

GENERAL INFORMATION ABOUT THE MAIN CAMPUS

Potential need of additional premises as a whole

At the time of writing, twelve buildings have been evaluated and six remain. It will then be necessary to describe the measures required for each building in order to optimise and increase efficiency.



Students talking on the steps outside of the Umeå School of Architecture. Photo: Elin Berge.

Governing prerequisites for property management at Umeå University

Property management responsibility

The University Management's areas of responsibility

As the head of a public authority, the Vice-Chancellor has the overall responsibility for property management at the University, and leads the University Management. The responsibility for leading and coordinating University decisions and work with property management throughout the University is distributed through the Vice-Chancellor's decision-making and delegation procedure.

The Property Management Office's areas of responsibility

The Property Management Office oversees campus development, accommodation provision, safety and security, the physical work environment, and sustainability. The Office works with project management and collaboration to ensure that the indoor and outdoor campus environments are suitable,

accessible, secure and sustainable, and that the property portfolio contains a long-term approach to finance and risk-taking.

The *Rules of procedure for the University Administration* (FS 1.1-2526-20) describes the Office's tasks in detail.

Vision for Umeå University

The Vision for Umeå University forms the basis of all organisational planning and is to act as a support when selecting the direction of and prioritisations throughout the University.

The vision is divided into three overall principles:

- Responsibility for the future;
- Collaborative development of knowledge;
- Competitive edge and pride.

These principles describe the responsibilities the University wants to take regarding societal challenges; how we want to continue developing research and education; and how we want to position ourselves in the world and strengthen our ability to attract students, employees, partners and financiers. Long-term planning, trust and transparency are key words in this process.

The vision also describes success factors that influence property planning:

- The University's responsibility for a sustainable future, where the sustainable development goals of the 2030 Agenda act as a driving force.
- The significance of cohesive campuses, where proximity promotes scientific and educational meetings.
- First-class infrastructure as a competitive edge for attracting successful employees and motivated students.
- Efforts into creative, innovative environments for transdisciplinary collaborations.

Umeå University's campuses

Umeå University has three campuses in Umeå: the main campus (Campus Umeå), University Hospital of Umeå (Campus NUS) and Umeå Arts Campus. There is one campus in Skellefteå and one campus in Örnköldsvik, as well as leased premises in Abisko, Haparanda and Norrbyn.

During 2022, the University leased approximately 239 000 m² of premises from various property owners. The three largest property owners are:

1. Akademiska hus - approximately 194 000 m²
2. Campus X - approximately 22 000 m²
3. Region Västerbotten - approximately 7 500 m².

98.5 per cent of the University's premises are located in the Umeå urban area.

In addition, the University leases premises from municipal and private property owners in towns such as Örnköldsvik, Skellefteå, Haparanda and Abisko.

Approximately 40 000 m² of these premises are not leased, rather they are part of a partnership agreement between Umeå University and Region Västerbotten. One prioritised goal is to establish a cohesive standard for the University's premises, regardless of the owner.

The main campus

The existing main campus is built on an expansion plan from the beginning of the 1960s. The plan included a centrally located pond, cohesive low-rise brick architecture and buildings placed in an L-shaped format around a campus park, with the Universum building designated as a communal meeting point. Over the years, the northern and southern sides of the original campus have been complemented with new buildings, in keeping with the pace of the organisation's growth and development.

Buildings that were previously free-standing have been linked with skyways, which has brought together the majority of the buildings on campus thanks to an indoor passageway referred to as the Campus Corridor.

The Swedish University of Agricultural Sciences (SLU) and IKSU sports facilities are other major organisations on the main campus with their own building complexes.

Umeå University leases the majority of buildings on the main campus from Akademiska hus.

Campus NUS

Campus NUS comprises premises for research and teaching, as well as student spaces within the area of the University Hospital of Umeå.

There are two types of premises on Campus NUS, each with different divisions of responsibility. Premises covered by the collaboration agreement between Umeå University and Region Västerbotten are financed using specific funding known as the ALF and TUA funds. The way these properties are managed is presented in the *Regulations for ALF and TUA property management* (Reg. no.: FS 1.1-1469-15).

The collaboration between Umeå University and Region Västerbotten is described in the *Regional partnership agreement ALF/TUA* (Reg. no.: FS 1.6.1-864-16). In this partnership, Region Västerbotten is responsible for property management, planning and finances and that the premises should be of the same standard as those that fall under the University's responsibility.

Umeå University also leases premises to meet the needs of departments and offices where property management, planning and financing is managed by Umeå University.



Umeå Arts Campus. Photo: Mikael Lundgren.

Umeå Arts Campus

Umeå Arts Campus is the newest campus, and was opened in 2012 with the vision of becoming a creative environment and arena for education, research and professional practice within architecture, design, fine arts and digital culture.

Umeå Arts Campus is situated close to the Ume River, between the main campus and central Umeå. It is home to the Umeå School of Architecture, Bildmuseet, the Umeå Institute of Design and the Umeå Academy of Fine Arts and is connected by a common ground-level building, where a restaurant, open study spaces and the Arts Campus Library can be found.

In addition, the Curiosum science centre is located in the historical Sliperiet workshop. Campus X owns the property.

Campus Skellefteå

Campus Skellefteå is located in the Sörböle area to the south of the Skellefte River, and comprises

approximately 415 m² on one floor. It is home to parts of the Department of Nursing and university-wide bookable rooms.

Skellefteå Municipality owns the property.

Campus Örnsköldsvik

Campus Örnsköldsvik is located in central Örnsköldsvik, and comprises approximately 890 m² over two floors. It is home to parts of the Department of Nursing and the Research Support and Collaboration Office, and university-wide bookable rooms.

Nyfosa Stranden AB owns the property.

Campus planning

In 2012, Umeå University approved the launch of campus planning for the University's campus areas. Today, there are campus plans for both the main campus and Campus NUS. Campus planning is to act as a guide and provide direction for how forthcoming

property and area developments should be shaped to achieve the desired results.

Plan for the main campus

The plan for the main campus was established in the autumn of 2015, and is the result of a collaboration between Umeå University and the property owner Akademiska hus. It builds upon Umeå Municipality's in-depth plan for a university town, where the goal is to develop the university and hospital sites into a distinct metropolitan area.

The desired result is to

- develop the physical environment into a complete, secure and accessible campus environment close to housing, work, service and recreation;
- facilitate findability on the main campus and strengthen the links with neighbouring areas and central Umeå;

- further develop the qualities in the original plan, and concentrate future increases in density in selected development areas;
- showcase the University's study, teaching and research environments; and
- develop opportunities for recreation on the main campus.

The plan also presents five fundamental principles that should shape the development of the main campus to attain the goals:

- a comprehensive approach
- long-term perspective
- findability
- attractive study, teaching and research environments
- health and sport.



The Campus Pond with the Lindell Hall and the Social Sciences Building in the background. Photo: Mikael Lundgren.

The planning strategy for Umeå University

By directing the flow between buildings on the main campus and between the various campus areas, it will be possible to improve access to the university-wide bookable teaching premises and group rooms. This will result in more flexible and resource-efficient use of the premises. This also generates a feeling of security and energy efficiency, as use during evenings and weekends can be controlled and spaces demarcated.

Plan for Campus NUS

The campus plan for Campus NUS was adopted in the spring of 2017 and is the result of a collaboration between Umeå University and the property owner Region Västerbotten. The plan builds upon the Region Västerbotten property plan that governs premises for research and education in the northern area of the hospital - buildings 6A-6M.

The campus plan addresses standards and suitability for future use, the future property needs and links between the organisations.

The campus plan presents proposals for:

- a future new build that guarantees links within and between organisations in the northern parts of the campus;
- modern laboratories that can be adapted based on future changing needs;
- a new entrance with collected social meeting places and shared premises for different organisations;
- improved contact with neighbouring organisations at the hospital, and the University's activities on the main campus;
- a route through buildings that links various part of the hospital area, and an indoor passageway between Campus NUS and the main campus.

The Climate Framework for Higher Education Institutions

Umeå University has adopted the national Climate Framework for Higher Education Institutions, meaning the University has committed to actively contribute to the green transition, primarily the Paris Agreement.

The framework contains thirteen key areas, in which higher education institutions are expected to work to reduce their climate impact. Three of these thirteen areas have a particular impact on property management: energy use, property portfolio and waste management.

By adopting the framework, the University must:

- continue to contribute to attaining the established goals through education, research and collaboration;
- establish long-term goals for work with climate issues, and allocate resources to ensure these goals can be achieved and followed up; and
- clearly communicate the University's work with climate issues, to inspire and spread knowledge to other stakeholders and the general public.

Environmental policy

The University's environmental policy stipulates the primary approach for the organisation's work with the environment and sustainable development. The policy lifts the aspects where the University has the greatest impact on the environment and sustainable development. The points in the environmental policy that address improving energy efficiency and increasing the use of the University's premises through innovative, climate-smart solutions and sharing services are particularly relevant:

- Act to achieve toxin-free cycles and reduced utilisation of natural resources by re-using inventories.
- Recycle waste.
- Specify environmental requirements in connection with purchase and procurement.

Collaboration agreement on sustainability issues

In February 2021, a collaboration agreement on sustainability issues was signed together with Akademiska hus. The agreement clarifies common sustainability visions and ambitions and concretises collaboration forms. It aims to achieve an even greater environmentally and socially sustainable main campus. Property portfolio, energy use, waste management and gender equality are some areas highlighted in the agreement.

Central management of property leases

Central management of property leases is important for optimal property management at the University. The Property Management Office oversees the entire process, creates an overview and subsequent possibility to implement property solutions that are the best for the entire university. Everyday dialogues and experience-based assessments create the basis for strategic decisions anchored in organisational levels.

Leases are continually monitored to identify potential contracts that can be terminated. In the majority of cases, these terminations concern changed conditions, however leases are also terminated if an organisation will move from one site to another within a rented space, or entire buildings. When lease conditions are re-negotiated, assessments of what is considered commercially beneficial for the University are conducted.

Short rental periods are signed if there is a need for flexibility. However, if the University is planning to operate in a building for a long period, a lease is signed with a longer lease period to obtain lower rent. Longer leases generate greater risk, however such risks are deemed manageable for buildings in central areas. Work is ongoing to optimise the University's range of properties. It states that the University's transition reserve of vacant properties must be adapted based on needs.

Organisations occasionally take the initiative to relocate or co-locate in order to meet changing needs, however relocation and co-location can also take place as part of the overall property planning, or a specific premises-related case. Co-location often results in streamlining area, as common resources can be coordinated. Occa-

sionally, changes can lead to the possibility for reduced costs and better property solutions for the University.

Focus on new leases and property conversions are also significant elements for creating positive property solutions for the organisations' needs, and to meet the strategies presented by the University Management.

Lease periods

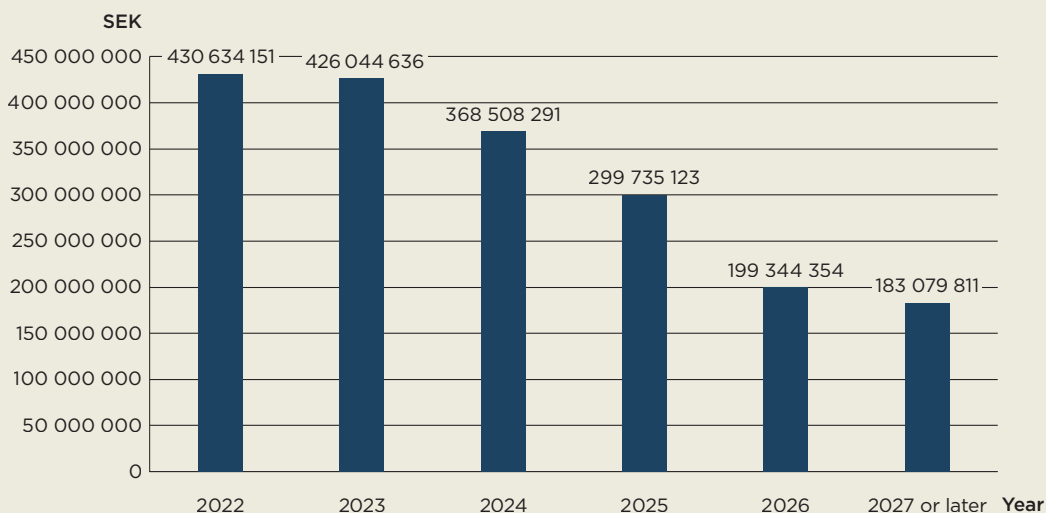
The University's contracts portfolio includes leases with a mixture of shorter and longer-term periods. The University consciously chooses to have greater freedom of action, and shorter lease periods for contracts concerning buildings and premises on the campus perimeter. Longer-term contracts are used for buildings and premises in the more central campus locations, new builds and larger rebuilds.

If the University was to terminate all leases signed before 1 February 2022, they would end as per the figure below. The figure presents the risk profile held by the University as regards long-term commitments.

The format of the University's risk profile is continually anchored in strategic and tactical perspectives.

Risk profile binding agreements

Risk profile 2022 presents the theoretical possibility to end the proportion of contracts within 4 years



Theoretical terminations within 4 years: 54% (46) increased flexibility 9%

Theoretical terminations within 5 years: 57% (65) decreased flexibility 8%

Continue to increase flexibility within an education cycle, where a break in the trend appeared in 2021, when - for the first time in four years - we reduced our rigidity. Gaining a footing in two larger transactions generates the opposite effect over a 5-year period. The corresponding figures for 2018 were 46% and 40%. 2012 noted the highest level of flexibility, with theoretical termination of 63% within four years.

It changes depending on context and circumstances. Some governing principles in the discussion include:

- strengthening the long-term approach for clear indoor passageways such as the Campus Corridor in order to facilitate findability and increase safety and security, provide broader service and better accessibility;
- concentrating rentals around the central campus areas and preparing for changes in the surrounding areas;
- increasing interaction potential by optimising how existing premises are used, and increasing density.

Proportion of property costs

Central management is also important for maintaining low property costs. During 2021, the property costs at Umeå University were the equivalent of 9.5 per cent of the University's total costs, compared to the average of 12.3 per cent for higher education institutions in Sweden.

Internal lease model

Definitions

LOA, floor area: The entire floor area the University rents in a building.

LOA V, floor area, organisation: The rooms for which each University organisation pays rent.

Umeå University uses an internal lease model, with an average rent. The Property Management Office leases premises to the organisations (LOA V) per square metre, per year. The rent for underground premises is half of the average rent.

The University Board establishes the average rent each year in conjunction with the budget and resource allocation decision. Internal rent is calculated based on the organisation's area, meaning that common spaces such as corridors and atriums are jointly financed through the internal rent price.

The internal rent includes:

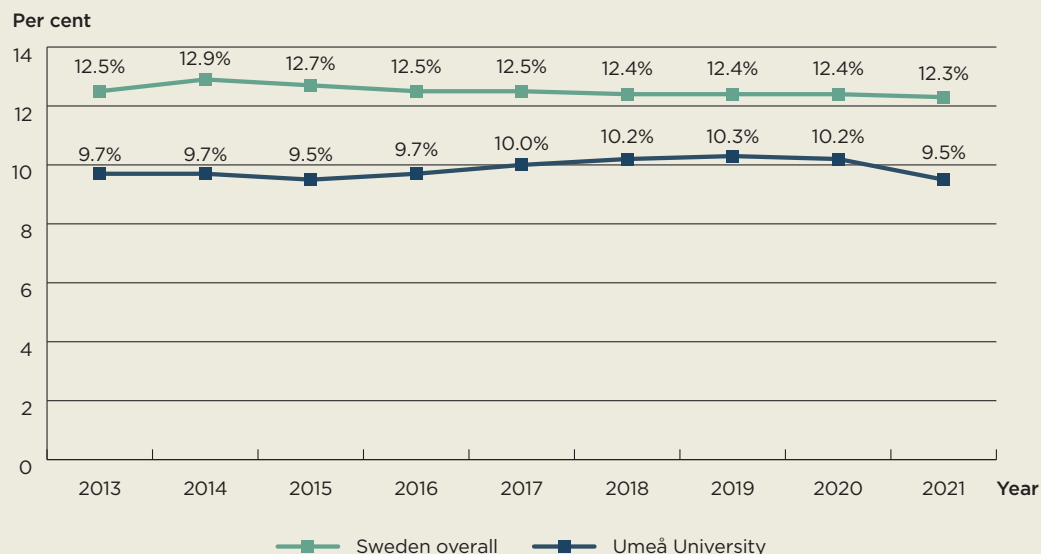
- rent to property owners
- media costs
- annual costs for university-wide investments
- data network, alarms, access systems, surveillance and so on.

The internal rents for an organisation are affected if the total costs within the internal lease system change, and if the organisation's floor area changes.

At the end of each year, departments and offices can terminate their lease for premises they no longer need. If the premises are terminated no later than December 2023, they will be free of charge as of January 2025 -

Proportion of property costs as a percentage of total cost

Difference between the national average provides an additional contribution to research and education of approximately SEK 120 million.



unless another unit wishes to lease the premises before this time.

An assessment of the potential yields for the coming year is always conducted in order to balance and manage internal terminations. The assessment forms the basis of changes to the need for premises when negotiating rents with property owners.

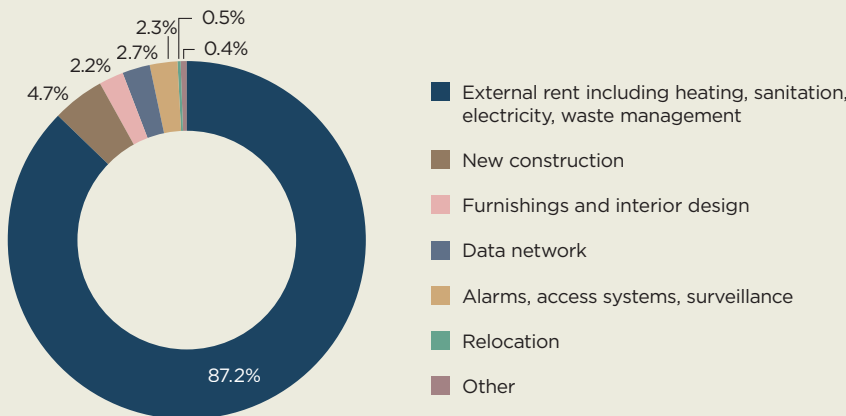
The division of costs within the internal leasing system

The costs of the internal leasing system as outlined in the 2023 budget are approximately SEK 550 million. The costs for rent and media comprises 87.2 per cent of this sum. The costs of the rents in the internal leasing system are affected by changes to floor area, costs for rebuilds financed using the internal leasing system, and inflation as rents are regulated based on changes to the consumer price index each year.

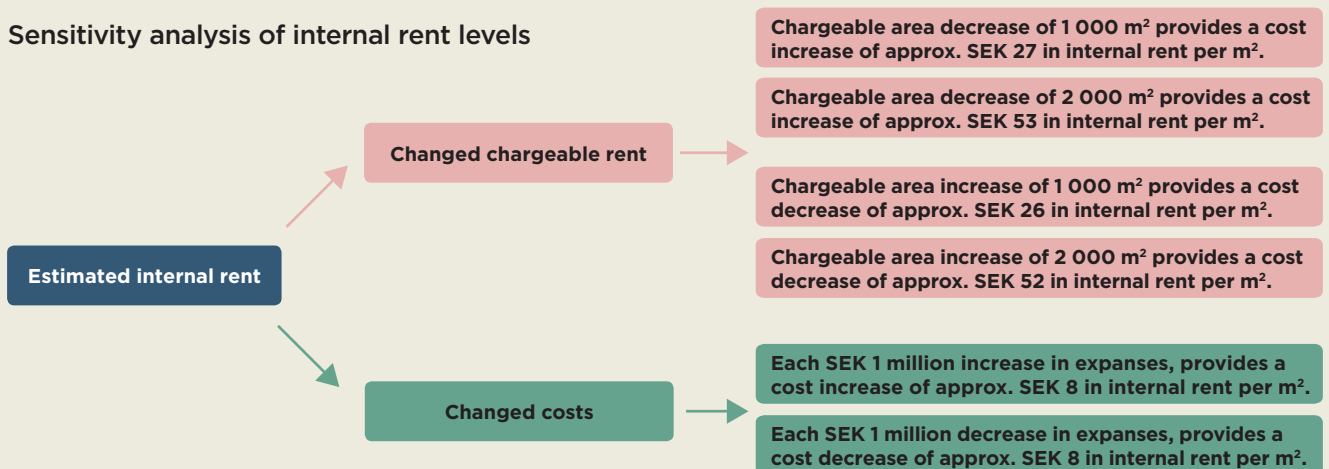
The condition for 2021-2023 was that internal rent was to be allowed to increase by a maximum of 3.5 per cent annually. The internal rents over this period increased by 3.4 per cent in 2021, 2.0 per cent in 2022 and will increase by 1.9 per cent in 2023. However, current societal developments that have resulted in high inflation and high energy prices bring with them great uncertainty surrounding how the internal leasing system's costs will increase over coming years. Consequently, there is corresponding uncertainty concerning how internal rents will need to be increased to finance the increased costs. Nevertheless, the aim for the 2024-2027 period is that internal rents should not increase by more than 3.5 per cent per year.

Other possible ways to gradually reduce the University's property costs may be to optimise how spaces are used, and gradually decrease the amount of leased area - alternatively make tougher prioritisations among the new building projects being conducted.

Division of internal leasing system's costs



Sensitivity analysis of internal rent levels



Floor area

Between 2013 and 2020, Umeå University decreased its total floor area by approximately 13 300 m² (LOA). During this period, the Police Education Building was added to the main campus, the equivalent of approximately 5 000 m² (LOA V), within the internal rents financing framework.

Between 2020 and 2024, the amount of leased area is expected to increase by approximately 6 900 m² (LOA). The increase is the result of newly signed leases for the

Knowledge Building, and a new building to house examination halls on the main campus.

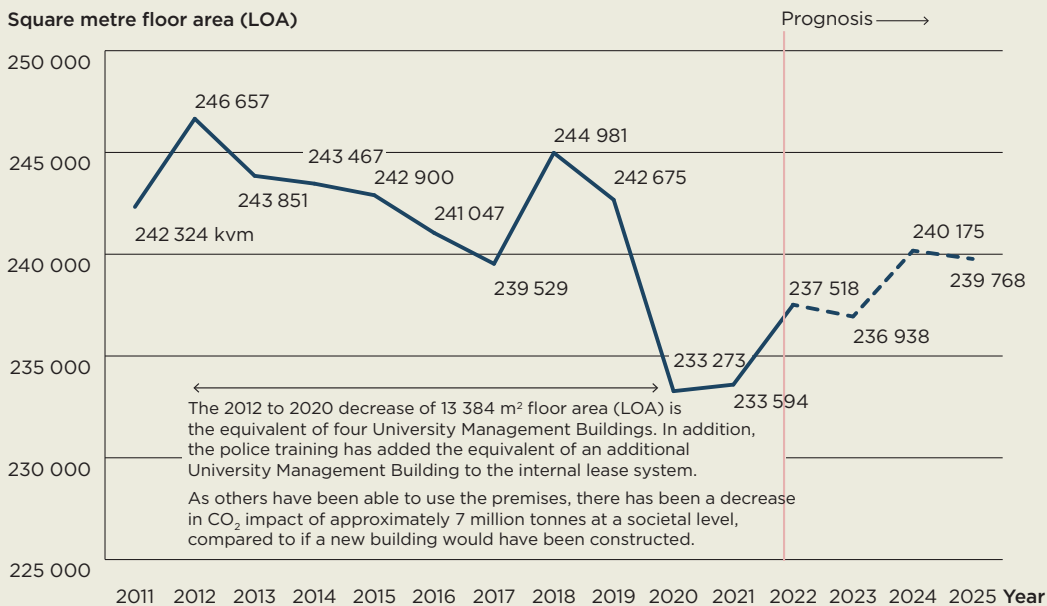
Transition reserve

The area available for managing relocations and evacuations is referred to as the transition reserve.

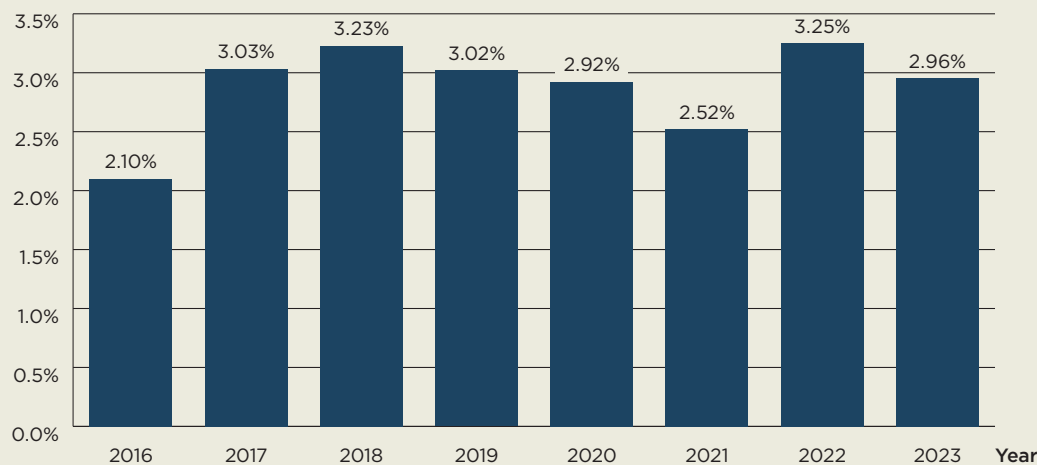
A common ratio used in the property industry to succeed with changeovers and evacuations in large property portfolios is 4 per cent. The prognosis shows that the University's transition reserve for 2023 will be

Square metre LOA at the end of the year

The 2012 to 2020 decrease of 13 384 m² floor area (LOA) is the equivalent of four University Management Buildings.



Transition reserve as a percentage of total area 2016–2023



2.96 per cent of the total floor area. This is somewhat too low to be able to successfully manage collected major evacuations.

adaptation a project requires influences how much of a project can be financed through university-wide funds. The collected investment levels vary from year to year.

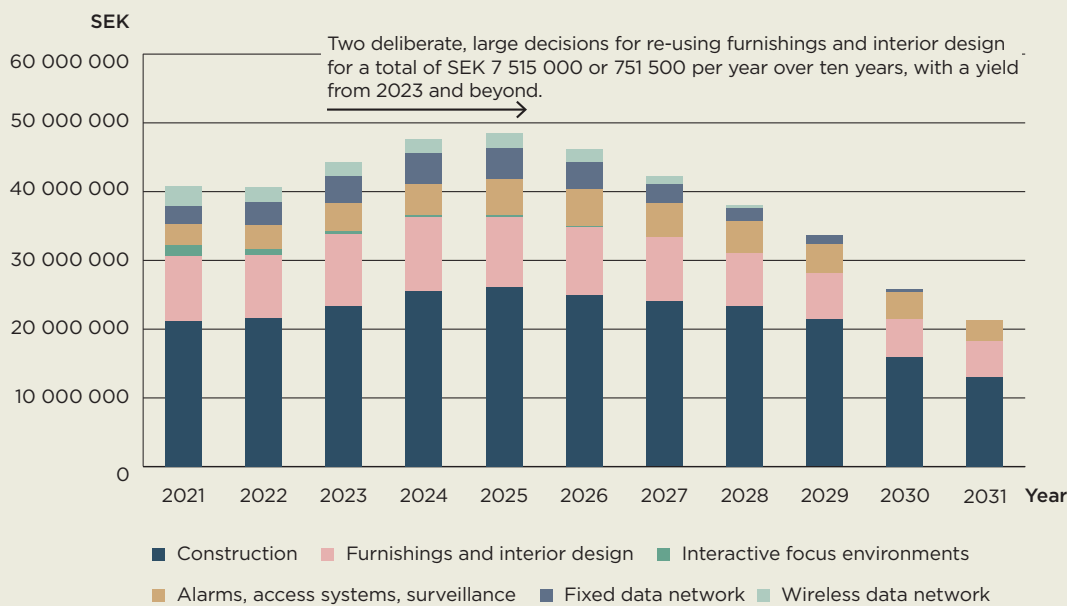
Property project investments

University-wide investments into new constructions, furnishings, interior design and similar are financed within the internal rental system. The type of

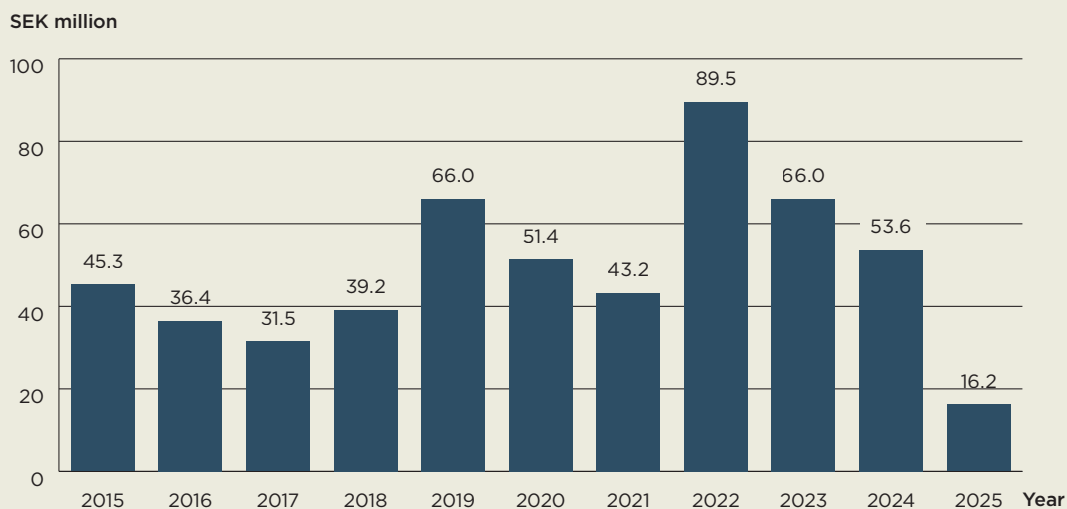
Schedules and ambitions may change during the course of a project investigation; completed project investigations may occasionally be deprioritised, hence major deviations between budget and yield.

The annual cost of investments in the internal leasing system

The annual cost has been set and planned, and investments approved. No investments have been budgeted for from 2026 and beyond, i.e. it only shows the fallout. Interest has been calculated at 0 per cent.



Investments financed by internal rents. Prognosis 2023-2025





Workspaces at the Umeå School of Architecture. Photo: Johan Gunséus.

Umeå University's requirements for construction projects

Work environment and safety

The University's premises must meet legal requirements and requirements for public authorities. They must also adhere to the University's vision for work environment and safety. The University's Work environment and equal opportunities policy (Reg. no.: FS 1.1-1526-19) describes how the University is to be a workplace and study environment characterised by job satisfaction, security, development, participation, trust and respect for equal rights for everyone. Work and studies must be organised and planned so that employees and students do not risk being exposed to work loads that can lead to physical or mental harm.

Furthermore, the policy emphasises how the physical work environment must be safe, secure, accessible and functional. Risk assessments are to be conducted in the event of organisational changes resulting in changes to the need for premises. This assessment must include risks linked to the physical work environment and safety. For example, there needs to be an evaluation of circumstances such as evacuation during construction periods, particular requests concerning information about disruptions and handling dangerous substances, in order to minimise the risk of accidents and ill

health. In certain cases, special requirements are placed on technical external alarm systems for handling and storing inventories, equipment and furnishings in a safe manner.

If ionising radiation will be handled in the building, a decommissioning plan needs to be in place that comprises materials, premises, buildings and land. This must be included from the planning stage.

The work environment representatives and student work environment representatives must always be invited to participate in the planning process.

Fire prevention

All legal and public authority requirements regarding fire safety must be fulfilled in re-builds and new builds.

The changes made must be updated in the fire prevention blueprints. Evacuation safety for people with reduced mobility and orientation must always be accounted for and monitored by a fire safety consultant in cooperation with an accessibility consultant.

Accessibility

Public authorities have a particular responsibility for accessibility concerning their premises, organisation and information. The Ordinance on the government authorities' responsibility for the implementation of the disability policies (2001:526) acts as a guide.

Public authorities must strive to meet the requirements stipulated in the Swedish Agency for Participation's accessibility guidelines. Conditions vary for each public authority, meaning they need to analyse their own organisation and determine which accessibility requirements apply for them.

All university premises must be planned in such a way that it is easy to re-design them should the need arise, and the basic university requirements are to comply with legislation. Generally, work premises must be accessible and fit for use - as long as this does not conflict with the relevant requirements for the premises' intended purpose (Chapter 8, Section 6 of the Planning and Building Act). Exceptions may be made for premises such as specialist laboratories.

The University treats employees and students as equals as regards its accessibility responsibilities. Employees and students may need additional, individual adaptations beyond the general accessibility requirements. Cases relating to individual students are processed following the *Procedure for support for students with disabilities* (Reg. no.: FS 1.1-2118-16). Individual cases relating to employees are processed in roughly the same way, however they do not follow established procedures. These cases are handled by the head of department or office and a facilities planner on a case-by-case basis.

Accessibility review in projects

Many of Umeå University's premises are not public spaces, therefore each project must include a balancing of which premises must meet the requirements for public spaces, and which premises can be adapted when needed.

An accessibility review is conducted in all projects. An architect or consultant they have appointed conducts the accessibility review for smaller and medium-sized projects, whereas an external specialist accessibility consultant conducts the review for larger projects. This review is included in the supporting documentation for rebuilds.

Furnishings and interior design

Furnishings and interior design must be adapted and chosen so they provide a positive work environment for the University's employees and students. Attractive work, study and research environments are created through flexible and functional interior design that supports creative environments and meeting places.

When furniture and interior design are required, the Property Management Office hopes to explore re-purposing rather than new purchases - re-used or repaired furniture halve its carbon footprint. The following principle is applied when assessing the need for furnishings and interior design:

1. Internal re-use by using the furniture and interior design already owned by the University. There are many items of furniture and interior design in the University's furniture storage, ready to be re-purposed.
2. Re-use by refurbishing, for example reupholster chairs, replace desktops, or varnish frames by ordering from the national framework agreement for furniture and interior design.
3. Re-use external resources and choose second-hand furniture and interior design by using the national framework agreement for circular furniture flow.
4. Buy new, but with circular properties by using the national framework agreement for furniture and interior design, and place demands in line with Möbelfakta.

Purchases via the national framework agreement

There are two national framework agreements for use with furniture and interior design. The framework agreement for *Furnishings and interior design* (points 1, 2 and 4), and the framework agreement for *Circular furniture flow* (point 3).

Interior design planning

Consultants are to be enlisted for larger new builds and rebuilds. The procured interior designer will explore the functionality requirements together with the organisation, and create design sketches, interior design concepts, procurement documentation in the form of project descriptions and furnishing drawings.

For smaller projects, the interior planner from the Property Management Office conducts this work. In addition to the principles listed above, all interior design planning takes the function, construction, durability and flexibility of furniture into account, as well as its expected lifetime, together with the building's interior design concept, work environment, budget and experiences of previous purchases.



Students studying in the Humanities Building. Photo: Malin Grönborg.

Proposed activities and projects for the period

Three focus areas have been identified for strategic property development during the period:

- Sustainable property development
- Campus planning
- Effects of digitalisation.

A description of the areas and the ongoing and proposed activities for each area is presented below.

Sustainable property development

The policy documents that regulate the University's climate and sustainability work stipulate that energy use, efficient use of premises, good choice of materials and recycling are prioritised areas. Hence, these areas act as a guide in the development of the premises on the main campus.

Currently, the University only has a sustainability agreement with Akademiska hus. Hence, similar agreements should be established with the other property owners.

Four-step principle

A four-step principle has been established for future property developments. Its purpose is to create sustainable and efficient property use in collaboration with Akademiska hus.

The four-step principle means that the need for premises is assessed in four stages:

1. **Reduce the required floor area**, for example by replacing physical elements with digital services.
2. **Intensify use of space**, for example by using the space and functions at the same time or at different times (spread out throughout the day).
3. **Adapt, supplement or re-build** in a way that facilitates sharing.
4. **Build new - but climate-friendly and sustainably**, and facilitate greater usage levels.

The principles should apply for all property changes, in conjunction with organisational changes. However, the transitional capacity must always be assessed at the same time, to ensure that the University's transition reserve is sufficient.

Financing

Currently, building projects are funded by a model that stretches over solutions where investments into new buildings, interior design and similar are either fully or partly funded using central funds for property adaptations within the University's rented spaces that are paid for by the individual organisations.

The existing model has not been adapted based on the four-step principle, meaning it needs to be adapted before the principle is introduced.

Property analysis

When the Ruggedised Project was conducted, the University and Akademiska hus created a system for analysing how premises on the main campus are used. This system can, for example, demonstrate how university-wide bookable premises such as group rooms and teaching rooms have been reserved and used, reserved but not used, used without booking or not used at all.

The analyses show that the planned use of university-wide bookable teaching rooms was relatively low - roughly 2-3 daytime hours per working day - even before the pandemic.

Prior to the pandemic, the university-wide bookable group rooms had a slightly larger level of planned use, compared to the teaching rooms, whereas offices were used for approximately three hours per working

day on average. Use has been even lower since the pandemic restrictions were lifted.

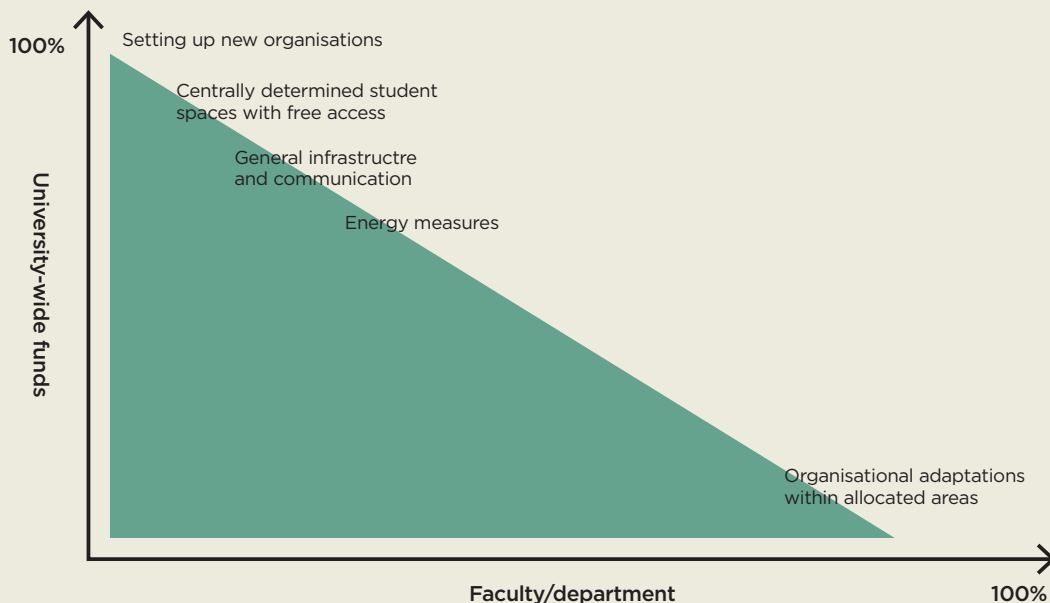
In parallel, a digital twin of the main campus is being created - a virtual 3D model of the physical environment. From a property perspective, this is a way of being able to visualise the building digitally. The digital twin will include walls, ceilings and display technical details such as lamps, power switches, water and electricity networks, etc. It will be possible to follow and experiment with the buildings' life-cycle in real-time thanks to additional data from sources such as sensors.

Access to the in-depth analyses and forthcoming digital twin of the main campus forms a good basis for realising the four-step principle for sustainable property use with future organisational changes.

The target is for the university-wide bookable premises to be used for 1 000 office hours per year and per space. There are no targets for optimal use of teaching premises and offices leased by departments or offices. Hence, such targets should be investigated, approved and implemented during the 2024-2027 period.

Between 2020 and 2024, the University plans to increase rented premises by approximately 6 900 m² floor area (LOA). The increase is the result of newly signed leases for the Knowledge Building, and a new building housing examination halls planned for the main campus.

Investment arena



The University's transition reserve is still expected to be low where the opportunity to cater to rapid transitions with a greater need for premises will be limited.

An investigation into the need for more premises has also been conducted. The investigation explored the possibility of optimising office work spaces in twelve buildings on the main campus. It concluded that there is room for optimisation if working practices changed or flexibility increased, with more people using the same spaces, or by allocating more people per square metre. An increased shared use of support functions can also generate optimisation.

Based on the four-step principle, changing investment arenas, more in-depth property analyses and optimisation targets for properties where they are missing - in addition to the above-mentioned increase in leased floor area - the University's property needs for the 2024-2027 period should primarily be met by optimising and re-structuring existing leases.

University Hospital of Umeå property standard
Umeå University leases teaching premises at the University Hospital of Umeå from Region Västerbotten. These properties are regulated in the *Regulations for ALF and TUA property management* (Reg. no.: FS 1.1-1469-15) and the *Regional collaboration agreement ALF/TUA* (Reg. no.: FS 1.6.1-864-16). Region Västerbotten is responsible for property management, planning and financing of these premises as stipulated in the regulations and agreements.

It is not always easy to align Region Västerbotten's prioritisations within the core organisation with academic values. A work group has been proposed in order to reach better harmony with an equal standard between the University's premises in the University Hospital of Umeå and Umeå University. This group will contain representatives from the University Management, the Faculty of Medicine and the University Administration. The group's task is to investigate and propose changes to the existing decision structures and subsequently engage in dialogue with Region Västerbotten about the prepared requests.

Proposed activities within the focus area

The proposed activities are:

- Adapting the application, anchor and implement the four-step principle, changed investment arenas and optimisation targets for types of premises, where there is a need.

- Creating a group to investigate and propose changes to the existing decision structures, and subsequently conduct a dialogue with Region Västerbotten about the prepared requests.

Campus planning

Umeå University is and will be a campus-based university, i.e. the majority of courses, programmes and other activities are concentrated on the various university campuses. Our indoor and outdoor campus environments must also be fit for purpose, accessible, safe and sustainable.

Teaching formats and work methods changed during the COVID-19 pandemic, and digital tools and habits have gained a foothold. The long-term absence from the University's campus environments has increased the awareness of the site's soul, and the significance and importance of physical meetings. During the extended period of restrictions, interest in spending time outdoors increased, meaning providing attractive and accessible outdoor environments is more important than previously.

In 2015 and 2017, the University created campus plans for the main campus and Campus NUS together with the property owners. Between 2024 and 2027, the University will continue the work to strengthen the attractiveness of its campuses in collaboration with the relevant property owners. Here, the University will act on behalf of the shared ambition for environmentally and socially sustainable and inclusive campuses.

Several campus planning processes are already ongoing. For example, a collaboration group for the main campus has been created. The group contains representatives from Umeå University, SLU and Akademiska hus, who work to increase the attractiveness of the outdoor environments and increase biodiversity throughout the green spaces. The group also addresses safety issues on campus, bicycle parking, recycling facilities and sustainable commuter routes.

Umeå Arts Campus is also working to create a more attractive and sustainable outdoor environment, for example by planning sheltered bicycle parking and more greenery and planting.

Campus NUS has relatively few outdoor environments, hence it is important to maintain the established *Dela grönytor* project between Campus NUS and the main campus.

Another project that will hopefully increase the attractiveness of the University's campuses is the "Healthy Campus" certification. To be awarded this certification, important aspects such as students' environments, access to health and wellness and physical activities, healthy tobacco habits and similar must be addressed.

Other campus planning initiatives include the ongoing investigations that aim to open up and create on-campus meeting spaces for a broader target group. The University also participates in collaborations with Umeå Municipality and other stakeholders within the university town area, that aims to develop the entire urban area into an attractive, sustainable and vibrant space.

For example, Umeå Municipality's survey on travel habits conducted in 2022 will form the basis of more sustainable travel to and from our campuses.

Proposed activities within the focus area

The following activities have been proposed based on these conditions:

- Establish a campus plan for Umeå Arts Campus.
- Update the campus plan for the main campus, including a strong physical link between Campus NUS and the main campus.
- Develop attractive meeting spaces for everyone on the main campus.

Effects of digitalisation

Digitalisation excelled during the COVID-19 pandemic and the increase in knowledge around online learning environments and meeting places was a prerequisite for the University's employees and students to be able to continue to work and study when on-campus activities were suspended.

Digitalisation elsewhere in society, accompanied by faster internet connections and services, has contributed to a transition towards a digitalised way of working, both within academia and management. Subsequently, this has resulted in a short-term decreased need for premises, and requests for more flexible use of premises.

Investments into digital teaching and meeting solutions were made during the COVID-19 pandemic, both in the university-wide bookable premises and departmental premises. The number of e-examinations increased in line with bringing forward the investments into reinforcing the University's data network. A project to introduce on-campus e-examinations at Umeå University had started prior to the outbreak of the

COVID-19 pandemic, and is expected to be completed at the end of 2022. A new building housing examination halls on the main campus is under construction, expected to be completed in 2024 and it is fully equipped for providing on-campus e-examinations.

Despite the organisations having returned to campus, there is reason to believe that digitalised ways of working in various formats and based on the organisations' needs is here to stay. It became evident during the discussions with the faculties during spring 2022 that time needs to be taken to evaluate the online teaching that has taken place, and the effects this has had on students' results. The long-term effects of digital ways of working on the University's property needs and design is unclear, and needs to be monitored and analysed over the coming years.

In 2021, Umeå University signed an agreement with Akademiska hus for a research project to assess hybrid teaching. The Centre for Educational Development (UPL) is running the project and will build new knowledge about teaching formats and requirements for shaping hybrid environments. To do this, a teaching room in the Natural Sciences Building is being re-structured into a "Learning Lab" to act as an educational test arena over four years.

Proposed activities within the focus area

The following activities have been proposed based on these conditions:

- Investigate the consequences of the COVID-19 pandemic on the demand for premises and how they are used.
- Create a digital twin of Umeå Arts Campus.

Projects approved for implementation 2024-2027

- Moving examination halls to the main campus.
- An Umeå University strategy for physical keys.

Projects yet to be approved and under review 2024-2027

- The major, step-by-step University Library development.
- Strategic developments of the Social Sciences Building.
- The University's future need for laboratory facilities on the main campus.
- Strategic development of Universum.



UMEÅ UNIVERSITY