



UNIVERSITY OF TORONTO

Office of the Vice-Provost, Space & Facilities Planning

27 King's College Circle, Toronto, Ontario, Canada M5S 1A1 Tel: (416) 978-5515 Fax: (416) 978-3939 E-mail: ron.venter@utoronto.ca

March 7th, 2002.

MEMORANDUM

To: Planning and Budget Committee

From: Ron Venter, Vice-Provost, Space and Facilities Planning

Re: Revised Project Planning Report for the Management Building at UTSC.

Item Identification

Project Planning Report for a Management Building at the University of Toronto at Scarborough

Sponsor

Ron Venter, Vice-Provost, Space and Facilities Planning

Jurisdictional Information

The Committee considers reports of the Project Committee and recommends to the Academic Board approval in principle of projects.

Highlights

In anticipation of the double cohort, it was proposed that the University of Toronto at Scarborough, [UTSC] would expand enrolment by 42 percent over 2000-01 levels [50% over 1997/98 levels]. Two new Buildings were planned, namely the Management Building and the Classroom/ Arts Building; the Project Reports for both buildings were approved by Planning & Budget in late 2001 and approved by Governing Council in December 2001. These approvals were given based on the understanding that the financial support would be negotiated with the Ontario Government. Funding for both capital projects has not materialized and as a result the University Administration has elected to advance the enrolment expansion at UTSC in two phases. Phase I will allow for a 30% expansion with the fuller 50 % expansion taking place as Phase II. Accordingly the funds available for all capital developments have had to be re-assessed. Based on the planned enrolment expansion, an allocation of \$28.98 million will be available to UTSC; these funds have been identified as a component of the income to be derived from the 30% expansion. UTSC has therefore had to re-examine their needs in the light of this reduced funding and has elected to delay the Classroom/Arts Building to Phase II, and to proceed with a revised Management Building that will include some of the elements, notably classrooms, that were previously incorporated into the Classroom/ Arts Building. The new Management Building therefore includes many of the pressing elements of both the buildings approved earlier. It is expected that the Classroom /Arts Building which will now be built in Phase II be accordingly adjusted so that the essential elements of the two original buildings will not be lost.

The Management Building is planned to accommodate the UTSC expansion in Phase I, focusing on the particular needs of the Division of Management while providing sufficient general office and classroom capacity to accommodate enrolment growth in all programs at UTSC. It will include instructional spaces, offices, study spaces, research areas and support areas.

The Project Planning Report recommends a building of 2436 net assignable square metres or approximately 4385 gross square metres.. The building site is to the east of the Humanities Wing,

consistent with the Campus Master Plan 2001 which was the proposed site for the planned Management Building.

The 98/99 Physical Resources Submission to COU identified a severe deficit of classroom space, where the UTSC inventory was at 63% of the required classroom space by provincial standard. These classrooms [including four caserooms and a skills room] will assist in alleviating the shortage of instructional space and all such classrooms in the building will be controlled centrally; being designated as general campus resources. The Division of Management will have priority booking for the case rooms (specifically equipped for electronic presentations) and the skills room (a flat floor classroom for group work with presentation facilities with video taping and feedback capabilities). In addition, a classroom with a capacity of 120 stations will be built, another with 50 stations, 4 at 30 stations and a meeting seminar room of 25 stations.

Under the Policy on Capital Planning and Capital Projects, the Project Committee will continue through the implementation phase. The Working Executive of the Project Committee will comprise the lead User, a Planner and Implementer all of whom have been intimately associated with the project definition since its inception; this membership is:

User: T. Relph
Planner: G.Milgrom
Implementer: J.Binks

This Working Executive will expand to include the Project Manager, once appointed, and would normally, given that the project is at UTSC, also include either the Associate Principal, Campus Development or the Associate Principal & Chief Administrative Officer to directly link the project with the Operations and Services sector on the UTSC campus.

The role of the Working Executive is to ensure the successful completion of the project and to ensure that the user needs and concepts introduced into the Project Planning Report are addressed throughout the process of consultant selection, design and implementation which are carried out under the direction of the Assistant Vice-President, Operations & Services.

Resource Implications

The total project cost is estimated to be \$15.53 million in 2003 dollars, point of tender being January 2003.

There are major secondary effects of all new projects at UTSC that involve parking, mechanical & electrical infrastructure and municipal requirements. Specifically these include the relocation of parking services to the Outer Campus, the provision of a new drop-off circle (the East Arrival Court), a deliveries/storage facility, the provision of a pedestrian bridge over the Ellesmere Road and landscaping. The costs of these are being investigated by various project committees and reports on these needs should be available in May, 2002.

In addition, space that is planned to be released as a result of this new building may also require renovations, which have not been estimated. A separate Project Committee will be struck to address this need.

The annual operating costs for the Management Building are estimated to be \$207,000 when the building opens in 2004.

Funding Sources

The source of funding for the Management Building will be derived from income generated by enrolment expansion at the University of Toronto at Scarborough as well as fundraising opportunities.

As a result of the increased enrolment it is crucial that every effort be made to target completion of this Management Building by August 2004 for immediate use in the 2004/2005 academic year. This is a compressed schedule and will require efficient planning and consultant selection to advance the timing of the project; the projected price of \$15.53 million is a good estimate but might have to be adjusted upwards in the event that it is necessary to consider *construction management* of the project. To further accelerate this project, it is proposed that selected group consultants be invited and considered to undertake the Management Building on the UTSC Campus; these consultants to be selected from firms that have established an excellent track record at the University of Toronto and who are preferably knowledgeable of the UTSC campus.

Accordingly, it is anticipated that the Management Building project will proceed through governance within the current calendar year to allow for the anticipated completion of the project in time for the 2004/5 academic year.

Recommendations

That the Planning and Budget Committee recommend to the Academic Board:

1. THAT the revised Project Planning Report for the Management Building be approved in principle.
2. THAT the revised project scope of 2436 nasm in total on a site adjacent to the existing Humanities Wing be approved at an estimated cost of \$15.53 million (2003 dollars) excluding campus improvements.
3. THAT the funding sources to construct the Management Building and advance the project will be allocated as follows:
 - (i) Allocation of \$14.37 million from the Phase I enrolment growth income that will be available to UTSC, and
 - (ii) External contributions by donors and other support through UTSC in the amount of \$1.16 million.

REVISED

PROJECT PLANNING REPORT

FOR A

MANAGEMENT BUILDING

AT

THE UNIVERSITY OF TORONTO AT SCARBOROUGH

Revised January 28, 2002

TABLE OF CONTENTS

I. EXECUTIVE SUMMARY	4
II. MEMBERSHIP.....	5
III. TERMS OF REFERENCE	6
IV. BACKGROUND INFORMATION.....	7
V. STATEMENT OF ACADEMIC PLAN	9
VI. SPACE PROGRAMME	11
Existing Space Allocation.....	11
Nominal Space Allocation Required	11
Highlights of the Revised Space Programme	15
Space Entitlements and Future Adjustments to Space Programme.....	18
VII. FUNCTIONAL PLAN.....	19
Entrance/Atrium	19
Clusters of Activities	20
Cluster One	20
Cluster Two	20
Cluster Three	22
VIII. PROPOSED SITE AND ENVIRONMENTAL IMPACT	23
IX. SPECIAL CONSIDERATIONS.....	24
A. Accessibility and Personal Safety	24
B. Campus Planning Issues.....	25
C. Computing and Telecommunications	25
D. Standards of Construction and Quality	25
E. Landscape Requirements	26
F. Parking, Entrances, Site Servicing.....	26
X. RESOURCE IMPLICATIONS.....	26
A. Total Project Costs.....	26
B. Operating Costs.....	27
B. Secondary Effects.....	27
XI. FUNDING SOURCES AND CASH FLOW ANALYSIS.....	29
XII. SCHEDULE	29
XIII. RECOMMENDATIONS.....	30

APPENDICES

1.	Division of Management Space Inventory - Fall 2001	31
2.	Classroom Utilization and Needs UTSC 2001	33
3.	Project Cost Estimate, Table 1 and Cash Flow Analysis	38
4.	Equipment/Furnishings	41
5.	Environmental Protection Advisory Committee Report.....	43
6.	Room Specification Sheets (Available on Request)	45
7.	Proposals for Space and Capital Planning for UTSC 15 January 2002	46
8.	Space Utilization Analysis from November 5, 2001 Project Planning Report for a Management Building at UTSC.....	49

**REVISED PROJECT PLANNING REPORT
FOR A MANAGEMENT BUILDING
AT THE UNIVERSITY OF TORONTO AT SCARBOROUGH**

I. EXECUTIVE SUMMARY

In November and December 2001 the Planning and Budget Committee, Academic Board and Business Board approved Project Committee Reports for two proposed academic buildings at the University of Toronto at Scarborough – a Management Building and a Classroom/Arts Building. Those Reports assumed a 42 per cent enrolment growth at UTSC, over 2000-01 levels, with Provincial assistance for the capital projects to accommodate the growth. The Provincial assistance has not been immediately forthcoming and enrolment growth is now anticipated to occur in two phases, with the first phase at 22.5 per cent of 2000-01 levels. The capital construction plans have been modified accordingly; the Classroom/Arts Building has been postponed to Phase 2 and the proposed Management Building has been revised to provide classroom and office capacity for Phase I growth for all programmes at UTSC as well as for Management.

- The Management Building is to be a general academic building that is focussed on the particular needs of the Division of Management, while providing sufficient general office and classroom capacity to accommodate enrolment growth in all programmes at UTSC. It will include instructional spaces, offices, study spaces, research areas and support areas.
- The Revised Project Committee recommends a building of the same size as the previously approved Management Building - 2436 net assignable square metres or approximately 4385 square metres. The building is to be constructed on a site, to the east of the existing Humanities Wing, that is identified in the Campus Master Plan 2001 as the location of a proposed Management Building.
- The Management Building will house four case rooms and a skills room specifically designed for the needs of instruction in Management; these will be centrally scheduled but the Division of Management will have first priority for their use. There will also be a centrally scheduled classroom of 120 stations, another at 50 stations, four at 30 stations and a meeting/seminar room of 25 stations.
- The Management Building will have at least 38 faculty offices allocated to the Division of Management, 10 additional faculty offices, offices and space for all support needs for the Division of Management, including Co-op facilities, and space for graduate students and for research.

- It is proposed that the Management Building be designed so that in Phase 2 of enrolment growth the small classrooms can be easily converted to accommodate additional research facilities, graduate spaces and other needs of the Division of Management; the displaced classrooms will be replaced by instructional facilities in a new Arts Building and a new Science Building.
- The total project cost is estimated at \$15.53 million in 2003 dollars. This is a 1% increase over the previously approved Management Building which had a total project cost of \$15.34 million. The annual operating cost is estimated at \$207,000 in 2003 dollars.
- The funding plan indicates that \$10.76 million, or 70 per cent of the cost, will be met from a mortgage paid for through income generated by enrolment expansion in the University, with \$4.77 million, 30 per cent, to be achieved through fund raising. However, if absolutely necessary, funds from enrolment growth income can be used to cover \$14.37 million or 93 per cent of the total project cost, with \$1.16 million to be provided through fund-raising.
- It is important that every effort be made to complete the construction of the Management Building by August 2004, so that the enrolment increase associated with the double cohort in 2003 can be accommodated as it moves into second year.

II. MEMBERSHIP

To expedite the revisions to the original report and to ensure that formal approval of the change of scope and architect selection can be achieved as quickly as possible, a slightly revised version of the original project committee was reconvened.

Edward Relph, (Chair), Associate Principal Campus Development, UTSC

Julian Binks, Facilities and Services

Sandford Borins, Chair, Division of Management, UTSC

Michael Krashinsky, Professor, Division of Management, UTSC

Bao Lam, Undergraduate Student, Division of Management, UTSC

Kim McLean, Associate Principal and Chief Administrative Officer UTSC

Gail Milgrom (Secretary), Campus and Facilities Planning, Office of the Vice-Provost,
Space and Facilities Planning

Kim Richard, Co-ordinator of Co-operative Programmes, Division of Management, UTSC

Judith Smith, Administrative Assistant, Division of Management, UTSC

EXPANSION AT THE UNIVERSITY OF TORONTO AT MISSISSAUGA [UTM] AND THE UNIVERSITY OF TORONTO AT SCARBOROUGH [UTSC]

The initial plans of the University of Toronto were to increase the undergraduate enrolments at both UTM and UTSC by 50% above the 1997/98 enrolments to establish the necessary critical mass of students and services that would grow and strengthen both the undergraduate and graduate research and teaching programs on both campuses. This expansion was predicated on two significant principles, namely:

1. Full average funding from the Ontario Government, and
2. Substantial contributions from the Ontario Government to the physical expansion of the facilities at both campuses.

While extensive planning has been undertaken to examine the required expanded facilities, the contribution necessary from government to trigger the expansion of the physical facilities has not been forthcoming. The proposed expansion for UTM, in addition to the new CCIT Building [Culture, Communication & Information Technology], was the planned construction of new Library facilities and a new Science Building. For UTSC, the equivalent plans were to complete the ARC Building [Academic Resource Centre] and to construct additional teaching facilities within a new Arts/Classroom Building, Management Building and Science Building.

The revised approach, necessitated by the lack of immediate financial support for infrastructure, is to proceed immediately with the expansion in two phases. Phase 1 will increase the enrolments by 2512 students, for a total 31.25% increase on both campuses. The original planned enrolment increase was for 4019 students and this will now be undertaken in two phases. On the UTM campus, enrolment will increase by 1466 students, which includes the 720 FTE students associated with the increased capacity provided through the CCIT. Similarly for UTSC, the enrolment will increase by 1046 students with 200 students being accounted within the ARC building envelop. Phase 1 enrolments will essentially be at steady state in 2003 at both UTM and UTSC campuses. Phase 2 would potentially start in 2003 with further enrolment increases to accommodate the full 50% enrolment expansion initially projected.

With regard to the physical infrastructure requirements, the new Library and Science Building at UTM as well as the Arts/Classroom and Science Buildings at UTSC will be delayed to Phase 2 and will depend on receiving a significant contribution from government. In advance of Phase 2, both UTM and UTSC will plan for a modest expansion of their physical facilities to accommodate for the increased Phase 1 enrolments. UTSC will be modifying the planned Management Building to expand the teaching facilities, plus other smaller projects will be undertaken to address the needs as necessary. For UTM the choices will be similar, but different since each campus has unique needs; UTM plans to add an additional floor to the Centre for Applied Bio-science and Biotechnology [CABB] to develop research laboratories for the sciences and to expand the Kaneff Building to accommodate new faculty offices and study spaces. The upgrade of the physical facilities to be undertaken in Phase 1 will be funded by operating funds and used to repay a loan over 25 years. The magnitude of the capital to be directed to the physical infrastructure is estimated at \$55.23million. \$20.67 million is required to address the partial cost of the ARC [\$10.61M] and the CCIT [\$10.06], leaving some \$16.2M and \$18.37M for the remaining elements of Phase 1 physical infrastructure needs at UTM and UTSC respectively.