

November 1st, 2001.

MEMORANDUM

To: Planning and Budget Committee
From: Ron Venter, Vice-Provost, Space and Facilities Planning
Re: 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 Users Committee and recommends to the Academic Board approval in principle of projects.

Highlights

In the context of enrolment growth for the University of Toronto, associated in the first instance with the double cohort of 2003-04, the University of Toronto at Scarborough, [UTSC] will expand enrolment by 42 percent over 2000-01 levels [50% over 1997/98 levels]. The Management Building is one of several buildings being planned to accommodate this expansion, focussing on the particular needs of the of the Division of Management. The Division is also planning to introduce a doctorate program in Public Management with an expected maximum steady state of 20 graduate students, consistent with the initiative to increase graduate student enrolment at UTSC.

The Division of Management presently occupies 641 nasm in the Humanities Wing of UTSC. The Project Planning Report recommends an increase of 660 net assignable square metres (nasm), specifically for Management and approximately 1145 nasm for other general Campus facilities required to accommodate the additional students which are expected.

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 caserooms and skills rooms] 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 caserooms (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). These rooms [caserooms and skill rooms] will add 230 stations to the current pool of instructional space at UTSC. In addition, a classroom with a capacity of 120, will be built.

The new building will be 2436 nasm in total on a site extending from the existing Humanities Wing. This site was identified for expansion in the UTSC Campus Master Plan 2001.

Under the new 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 \$15.4 million in 2003 dollars, point of tender being December, 2002.

Also associated with the capital expansion of facilities, now being planned to accommodate enrolment growth will be additional costs for a reorganized parking plan, infrastructure upgrades, creation of campus open space and municipal requirements set out by the City of Toronto. A comprehensive plan has been identified in the UTSC Master Plan 2001, however the cost of campus improvements and municipal requirements for development have not been determined. An external consultant will be retained by the University to advise on the scope, with a report becoming available early in the new year. The report will identify the improvements in phases tied to the construction of buildings now being planned, so that these projects can be implemented concurrently with the capital projects. The total cost of these improvements is projected to be in the order of \$4 million.

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 2003.

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 \$15.4 million is an excellent 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 the same consultants be hired to undertake both the Classroom/ Arts Building and the Management Building on the UTSC Campus, that the consultant 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 Project Planning Report for the Management Building be approved in principle.
2. THAT the project scope of 2436 nasm in total on a site adjacent to the existing Humanities Wing be approved at an estimated cost of \$15.4 million (2003 dollars) excluding campus improvements. A mortgage will be required to advance this project with funding sources as follows:
 - (i) Ontario Government support to be negotiated
 - (ii) External contributions through donors, and
 - (iii) Increased student enrolments on the UTSC campus.

PROJECT PLANNING REPORT

FOR A

MANAGEMENT BUILDING

AT THE UNIVERSITY OF TORONTO AT SCARBOROUGH

Executive Summary November 5, 2001

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

I. OVERVIEW

- In the context of enrolment growth for the University of Toronto, associated in the first instance with the double cohort of 2003-04, the University of Toronto at Scarborough will expand enrolment by 42 per cent over 2000-01 levels (or 50% over 1997/98 levels). The Management Building is one of several buildings that is proposed to accommodate this expansion.
- The Management Building is to be a general academic building that is focussed on the particular needs of the Division of Management. It will include instructional spaces and offices, research space, group study space and support space for Management.
- The Users' Committee Report recommends a new building of 2436 net assignable square metres (nasm) or approximately 4385 gross square metres, on a site extending from the existing Humanities Wing. This site is identified for expansion in the Campus Master Plan 2001.
- The Management Building will house four case rooms and a skills room specifically designed for the needs of instruction in Management which will be centrally scheduled with the Division of Management having first priority for their use. There will also be a centrally scheduled classroom having 120 stations.
- The total project cost is \$15.34 million in February 2003 dollars.
- Associated with the capital expansion of facilities, now being planned to accommodate enrolment growth at UTSC, will be expenses to reorganize parking, upgrade infrastructure, create new campus open spaces and undertake necessary municipal improvements. A comprehensive plan for these items is proposed. It is anticipated that a consultant will be retained by the University to advise on the scope and determine the costs of these improvements with a report being available early in the new year. As these are campus wide projects, the report will identify phasing to enable relevant projects to be undertaken concurrent with the capital projects.
- The annual operating costs for the Management Building are estimated to be \$207,000 at 2003 prices.

- The source of funding will be income generated by enrolment expansion in the University and fund raising efforts.

II. MEMBERSHIP

Edward Relph, (Chair), Associate Principal Campus Development, UTSC
Kim McLean, Associate Principal and Chief Administrative Officer UTSC
Gail Milgrom (Secretary), Office of the Vice-Provost, Space and Facilities Planning
Julian Binks, Facilities and Services
Sandford Borins, Chair, Division of Management, UTSC
Michael Krashinsky, Professor, Division of Management, UTSC
KIM Richard, Co-ordinator of Co-operative Programmes, Division of Management UTSC
Judith Smith, Administrative Assistant, Division of Management, UTSC
Ron Smyth, Professor, Division of Humanities, UTSC
Adam Lingenfelter, Undergraduate Student UTSC
John Chua, Undergraduate Student, UTSC

III. TERMS OF REFERENCE

1. Identify the demand for additional academic space, specifically for Management programmes at UTSC, taking into account the Council of Ontario Universities standards.
2. Make recommendations about a detailed space plan or programme indicating how space and facilities should be organized.
3. Identify the functional relationships between the elements of the detailed space programme.
4. Identify secondary effects, including the reuse of spaces vacated by Management
5. Identify equipment and movable furnishings necessary to the project and their estimated cost
6. Identify the site for the Management Building and site plan implications, with reference to the design guidelines and other issues included in the University of Toronto at Scarborough Master Plan 2001 and the University of Toronto Environmental Protection Policy

7. Identify all resource implications, including a preliminary estimate of capital costs, and projected increases to the annual operating costs of the University of Toronto at Scarborough.
8. Identify a funding plan for the project.
9. Report by 1 November 2001.

IV. BACKGROUND INFORMATION

In March 2001 the University of Toronto submitted a proposal to the Province of Ontario for “Development on the University of Toronto Scarborough Campus”. The proposal identified the need for enrolment growth on the campus, in the first instance to meet the needs of the double cohort in 2003-04, and subsequently to support underlying growth in demand for University places in the GTA.

“Development on the University of Toronto Scarborough Campus” indicated that increased enrolment of about 2300 students by 2004-05 will require new facilities of about 17,100 nasm. Several buildings were identified to accommodate this expansion including a Management Classroom Building, with a large electronic theatre, specialized case rooms for Management instruction, other classrooms for campus-wide use, offices for Management faculty, and academic support services. It was suggested that this be located at the end of the Humanities Wing.

The University of Toronto at Scarborough Master Plan 2001 identifies an extension at the end of the Humanities Wing of 8000 gross square metres (4,400 nasm), with two components. Internal discussions at UTSC have indicated that one of these would be appropriate for the Management Building and the other component for an Arts Building. A separate Project Committee report has been prepared concurrently. The Master Plan also proposes that the orientation of the building be towards Highland Creek Valley and internal street system.

The May 2001 Provincial Budget announced funding would be provided to support enrolment growth at the University of Toronto. Much of this enrolment growth has to be achieved by 2003-04, when the double cohort is created by the termination of Grade 13, thus the need for new academic buildings at UTSC is urgent.

Humanities, Life and Physical Sciences and Social Sciences were all created about 1970, but the Division of Management is the newest of the academic Divisions at created in 1991, in response to what appeared to be an inexorable demand for programmes in economics and business, especially in Co-op. These programmes were within the Division of Social Sciences but by the early 1990s they had such a disproportionate amount of the undergraduate enrolment

that they simultaneously overwhelmed the smaller programmes and did not receive sufficient funds to provide high quality undergraduate instruction.

A new Division of Management was created without new capital resources. Space was allocated from the other Division, and the operation was squeezed into a floor of the Humanities Wing with some space in the Bladen Building. In the last decade enrolment has grown to about 30 percent of the total FTE undergraduate enrolment at UTSC, even though enrolment has been carefully controlled not to exceed the ability of the faculty to provide a first-class programme. Even with a very high entry level requirement (equal to or exceeding that of the Commerce programme on St. George) the high demand continues, especially for the co-operative programmes. This growth requires new space, which has to be taken away from other Divisions, or claimed wherever space can be found. There are no dedicated teaching facilities for Management programmes, such as case rooms. The two closest competing programmes, the BBA at the Schulich School and the B Com at the Rotman School will soon have new facilities. Second-entry undergraduate management programs have been deregulated and students will expect higher quality education and appropriate dedicated facilities commensurate with higher fees.

Without these facilities, and without adequate space to attract both new students and new faculty, the Division of Management will not be able to compete. Plans for growth at UTSC anticipate that Management will retain its share of undergraduate enrolment at about 30 per cent of all enrolment, increasing by about 50 per cent. Without additional space this simply will not be possible.

The mission of the Division of Management is to provide its students with the best pre-professional undergraduate management education in Canada. To achieve this, a distinctive model of undergraduate management education has been developed. The Division's co-op program emphasizes linkages between education and the workplace. It's pedagogy supports the Co-op program by focusing on instruction of management skills as well as analytical and critical thinking. The Division thus creates a three-way partnership among students, faculty, and employers.

V. STATEMENT OF ACADEMIC PLAN

Most instrumental in creating the need for this project is the Provostial plan to increase enrolment growth by 50 per cent at UTSC and at UTM. Part of this expansion occurred prior to 2000. It is proposed that FTE undergraduate enrolment at UTSC increase from 4,637 in 2000-01 to 6,432 by 2004-05, with an increase of 150 above the base of 35 graduate students. This growth will be distributed across all the academic units at UTSC, with slight variations dependent on new programming.

Faculty Growth

The Division of Management has an academic complement of 25 FTE, three of which are currently unfilled positions. In addition there are, each term, from 22 to 26 courses taught by stipendiary instructors. These part-time academics are an integral part of the programme because they bring current professional expertise in areas such as accounting. There is a further increase of 15 FTE planned for expansion.

Growth in Non-Academic Staff

It is anticipated that the Divisional administrative staff will increase by three to a total of six FTE, plus some additional part-time staff. The staff for the Co-op programme will increase by two FTE to a total of eight FTE.

Graduate Student Growth

The Division is planning to introduce a doctorate in Public Management because of considerable faculty expertise in this area and because only one other graduate programme exists in Canada devoted to this field. A detailed proposal, prepared by the Division earlier in 2001, includes a full curriculum, with detailed budget consistent with a call by the Provost to increase graduate enrolment at UTSC. The proposal indicates an annual intake of 5 graduate students, for a total maximum steady state of 20 students. It will be submitted for formal approval as soon as is appropriate.

Undergraduate Student Growth

The current enrolment (01/02) in Management courses is 6906 FCE (6500 in 00/01), 26 per cent of the UTSC enrolment. Programme enrolments are about 450 Specialists in BBA Management Co-op, 400 Specialists in BBA Management non-Coop, 80 Majors in Economics for Management, totaling 930 Specialists and Majors. A shared programme with Political Science has 30 additional majors, and there are 230 Economics for Management minors. The BBA-specialist programmes are the largest ones at UTSC.

The details of enrolment growth increases by programmes have yet to be determined, but Management is expected to increase in fce enrolment from 6906 to approximately 9000 to 10000 FCE.

V. SPACE PROGRAM

Overview of Existing Space

The Division of Management occupies approximately 640 net assignable square meters (nasm) primarily in the H Wing with four offices located in the B Wing at Scarborough College. The space is inventoried in the following categories:

<u>Space Category</u>	<u>Nasm</u>
Faculty Offices	383
Student Offices	27
Non-Academic Staff Offices	120
Research Facilities	38
Support Space	59
Student Activity Space	14
Total Nasm	641

Although not included in the information above, faculty members also occupy shared office space on the St. George Campus in the Rotman Building.

Nominal Space Allocation Required

To determine the nominal space allocation required, a space utilization analysis, using the COU space standards and the internal university guidelines, was conducted.

The analysis was based on the following profile of the Division including existing, approved and planned academic and non-academic complements, programs and student numbers:

Departmental Profile

	2000/01	Growth	Steady State
FTE Full time faculty members (incl unfilled)	25	15	40
FCE's taught by stipend staff, per term	11-13		11-13
FTE non-academic staff, divisional	3	3	6
FTE non-academic staff, Co-Op	6	2	8
Total FTE Graduate Students	0	20	20
Average weekly T.A. hours, 00/01	400	200	600
Management Programme FTE	837	328	1,165
Total FCEs (1st. 4th. Years, winter & summer)	6,500		9,000-10,000
Mgt (BBA) Co-op (2nd., 3rd., 4th. Yrs)	450	300	750
Mgt (BBA) non-Co-op	400	100	500
ECM majors	80	40	120
ECM-Poli Sci joint specialists	30	15	45
ECM minors	230	90	320

The proposed increases have been tentatively approved as part of the overall plan for enrollment growth on the campus.

A space programme for the Division of Management was developed based on this analysis. The proposed space program provides for an increase of 660 nasim or 105% for the Division. These figures do not include facilities that are currently shared with other academic divisions in UTSC, like the large lecture theatres and meeting rooms. A comparison of the existing space to the proposed space programme is shown in the following table:

<u>Category of Space</u>	<u>Existing Nasm</u>	<u>Nominal Nasm</u>
<u>Divisional Space</u>		
Faculty Offices	383	646
Student Offices	27	104
Non-Academic Staff Offices	120	179
Research Facilities	38	120
Support Space	59	238
	627	1,287
<u>Campus Facilities</u>		
Classroom Facilities		797
Student Activity Space	14	13
Atrium		85
Study Area		204
Coffee Kiosk		30
Audio/Visual Office and Storage		20
	14	1,149
Total	641	2,436

Campus Facilities

Classrooms

All classrooms and instructional space in the building will be controlled centrally and are considered general campus resources. The Division of Management will have priority booking for both the Case Rooms and the Skills Room. The case rooms are standard tiered horseshoe shaped rooms, fully equipped for electronic presentation with power outlets at each student station. Data drops at each station should be provided if wireless technology is not available at the time of construction. The skills room will be a flat floor room with moveable furniture for group work and have presentation facility with video-taping and feedback capability. These rooms will add 230 stations to the current pool of classrooms.

There will also be one other classroom with a 120 stations, bringing the total classroom stations in the building to 410.

<u>Room Function</u>	<u>Nasm</u>
1 Case Room @ 80 stations	152
3 Case Rooms @ 60 stations	342
1 Skills Room @ 30 stations	75
1 Classroom @ 120 stations	<u>228</u>
	797

The University of Toronto at Scarborough currently has 2,475 classrooms stations within
11/05/01

3745 nasm (including the newly erected temporary 300 seat Sprung structure at about 500 nasm). The new classrooms in the Management Building will add 410 stations to the current pool (797 nasm).

In the 98/99 Physical Resources Submission to COU, Scarborough had only 3245 nasm in the classroom space category for 4312 FTE students, equivalent to 63% of the classroom space generated by the COU standard. With expansion the FTE undergraduate student count at Scarborough is expected to increase to a total of 6,432 and the graduate count to 185 FTE, for a total of 6,617 FTE. The COU standard would generate approximately 7940 nasm of classroom space for the campus in steady state. However, the Ontario system is operating at an average of 90% of this space standard and the University of Toronto at Scarborough is proposing that the instructional activities at steady state can be accommodated in a slightly smaller pool of classroom facilities than would be generated by the COU Space Formula. A detailed classroom utilization and needs analysis is currently being conducted and will recommend that the number of classroom seats be increased from 2,475 to 3,794 and that the number of classrooms increase from 34 to 47. This represents an approximate increase of 55% in the number of stations and is designed to accommodate expansion and resolve some of the current crowding and timetabling problems which has resulted from being at 63% of the space standard.

**Division of Management
Space Program**

# Rooms	Room Function	Room Size	Total Nasm
ACADEMIC OFFICES			
1	Chair's Office	26	26
24	Faculty offices, balance of current complement	13	312
1	Stipend Office, 5 – 6 stations	33	33
1	Stipend Meeting Room	15	15
20	faculty offices, enrolment expansion	13	260
			646
STUDENT OFFICES			
2	T.A. Offices, 3 stns per	13	26
6	Graduate Offices, 3 stns per	13	78
			104
NON-ACADEMIC OFFICES			
1	Chair's Secretary	13	13
1	Clerk, in open area with above	13	13
1	Admin Assistant	15	15
1	Receptionist	15	15
1	Communications Officer	13	13
1	Program Secretary	13	13
1	Senior Coop Coordinator	15	15
4	Coop Coordinators	13	52
1	Coop Secretary	10	10
1	Coop Support Staff	10	10
1	Coop IT Web Administrator	10	10
			179
RESEARCH FACILITIES			
1	Waiting areaa with kitchenette	16	16
1	Discussion Rooms	13	13
1	Observation Room	Non-assignable	
1	Testing Room	13	13
1	Computer Room	10	10
1	Storage Room	7	7
3	Private Labs/Testing Spaces	8	24
1	Unfinished open area to be divided on demand		37
			120

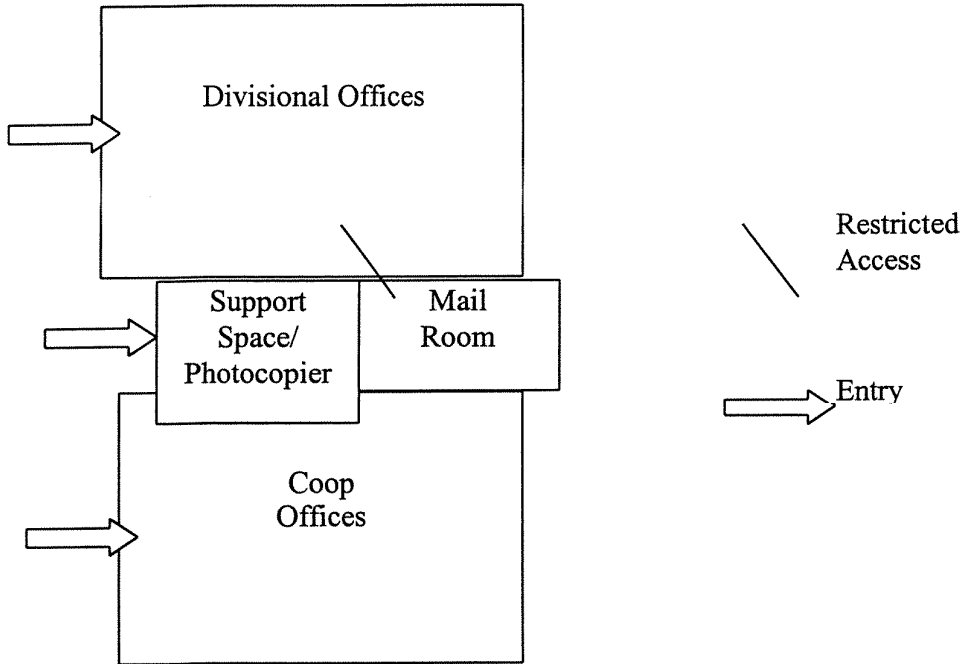
# Rooms	Room Function	Room Size	Total Nasm
DIVISIONAL SUPPORT SPACE			
1	Reception Waiting Area	10	10
1	Mail Room	15	15
1	Photocopier Room	13	13
1	Storage	25	25
1	Coop - Student Resource Room	40	40
4	Coop Interview Rooms	10	40
1	Lounge	35	35
1	Seminar/Meeting Room @ 30 stations	60	60
			238
CLASSROOMS			
1	Case Room @ 80 stations	152	152
3	Case Rooms @ 60 stations	114	342
1	Skills Room @ 30 stations	75	75
1	Classroom @ 120 stations	228	228
			797
STUDENT ACTIVITY SPACE			
1	MESA office	13	13
8	Group Study Rooms	13	104
	Student Study Bays	100	100
			217
ATRIUM			
1	Atrium area	85	85
1	Audio/Visual office and storage	20	20
1	Coffee Shop and Food kiosk	30	30
			135
TOTAL			2,436

The proposed space programme is 2,436 nasm and with a gross up multiplier of 1.8 would be 4,385 gross sq.m.

VII. FUNCTIONAL PLAN

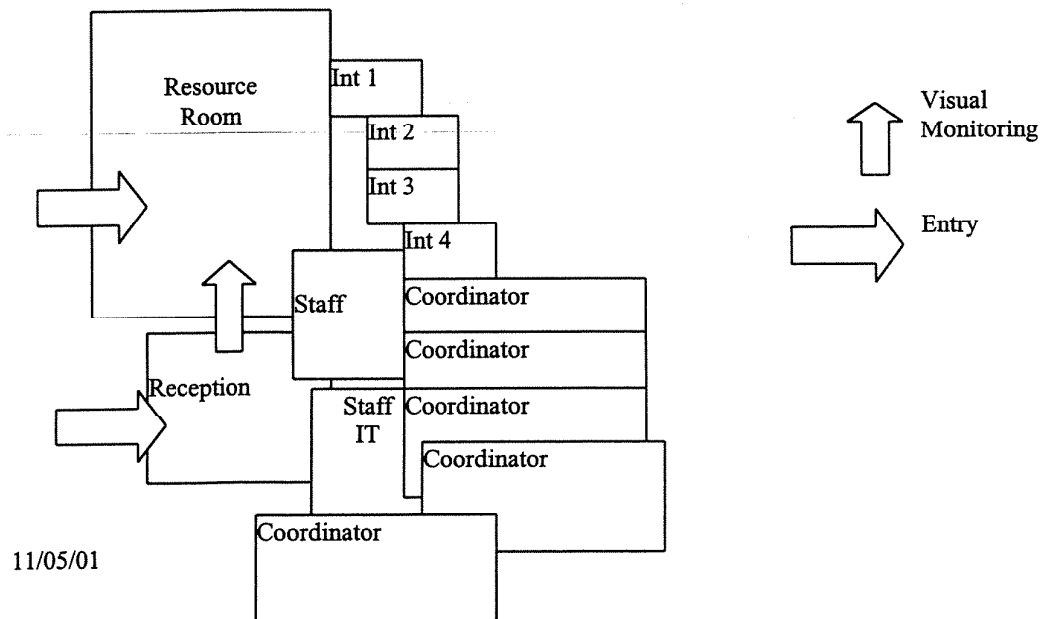
The Project Committee discussed the impact of the Division's vision – in particular, the idea of a three-way partnership among students, faculty and employers – on building design. Facilities to support this partnership have been provided within the space programme but the proper relationships between these facilities would also enhance the partnerships.

Divisional and Co-op Offices should be contiguous, as follows:

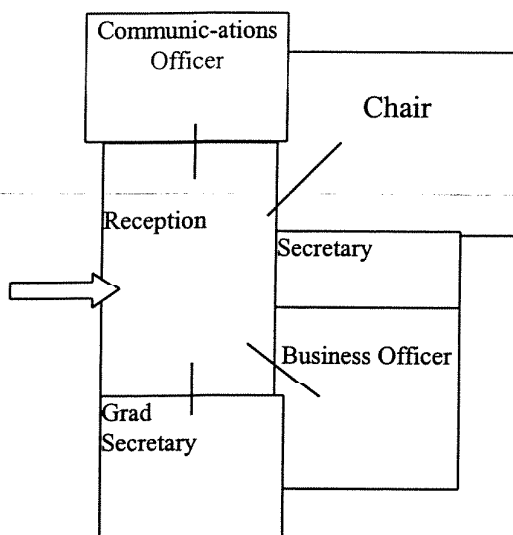


The Co-op Offices will have a front desk/reception space for student inquiries and greeting employers. Two work stations should be in the vicinity of the reception desk and the IT station for maintenance of file and web servers can be out of view of the front desk. This area must accommodate file storage for current student files and co-op files. The reception desk should be situated to enable staff to overlook activity in the resource room.

Organisation of the Co-op space can be roughly as follows:



The Divisional Offices will have a reception area. Behind the clerk-receptionist and reception area should be the office the Chair, administrative assistant, Communications officer, the arrangement should be roughly as follows:



Relationship to Arts Building

Even though the Management Building may be part of one large project with the Classroom/Arts Building, should have a distinct design and be clearly differentiated. This aspect is seen as especially important for fund-raising purposes

While internal circulation through the pedestrian street system will be continuous with the Classroom/Arts Building at grade, there should be no connections at the upper levels.

Where faculty offices, graduate student offices and research space have been identified as initially being used for functions different than their eventual allocation it is important that they be designed and located for their intended purpose.

VIII. ENVIRONMENTAL IMPACT

The proposed site for the Management Building is clearly indicated in the Master Plan 2001 for the University of Toronto at Scarborough as an extension to the Humanities Wing in part close to the top of the bank of Highland Creek. The TRCA requires a 10 metre setback from the top of slope. Careful attention will have to be paid to this requirement. The design of the building should be responsive to the valley and views of the valley. One possibility is that the

atrium and/or internal corridor could be designed so that the valley can be seen from the other side of the building, i.e. there is a transparent element in the building.

There are a number of mature trees that may be impacted by the construction of the Management Building. Every effort should be made to protect specimen trees or to relocate them to other sites on the UTSC campus. The Master Plan does include a substantial reforestation area so that all trees that have to be removed for construction will be replaced elsewhere.

IX. SPECIAL CONSIDERATIONS

A. Accessibility and Personal Safety

The building will be accessible throughout. Fully accessible washrooms will be provided at the classroom level. A single elevator will provide access to all floors.

B. Campus Planning Issues

The proposed site for the Management Building is in an extension to the Humanities Wing. This site is indicated in the Master Plan 2001 for the University of Toronto at Scarborough. The Master Plan proposed that:

- The new building extend the existing massing and pattern of the Humanities Wing along the brow of the valley.
- The extension be repositioned back toward Military Trail in order to enclose a green space, the Green Court, as does the Science Wing.
- This extension respond to the panoramic view of Highland Creek.
- The east end of the extension, possibly the Management building component, creates a new open space entry to the valley, the Valley Court, between it and the new Phase IV Residence.
- The new buildings be no higher than the original Humanities and Science Wings.
- The internal street of the Humanities Wing be extended . The Master Plan has the internal street against the valley side for part of the extension and where the extension turns away from the valley the internal street crosses over to run along the green space. The specifics of this will be determined in the design phase.
- All new buildings be designed to conform with the intent of the Master Plan and specifically the Design Guidelines included in Appendix A of that report.
- A major element be located at the southeast end of the extension to become a visual feature from the new welcome centre and the new entry drive to the easterly entry court.

It is essential that the new building relate clearly in form and design to the Phase 4 Residence, to the John Andrews buildings and to the ARC. Close communication with the architects of

these two projects will be essential to ensure both design compatibility and efficient construction access.

A. Computing and Telecommunications

All classrooms are to have data drops. The 120 seat classroom is to be equipped as a smart classroom. All offices and all group study areas will have data drops and adequate power outlets. General study areas should also have power outlets.

B. Standards of Construction and Quality

Because of its contiguity with an original John Andrews building, and because of the importance of an attractive building in order to compete effectively in student and faculty recruitment with other Management schools in southern Ontario, the building should be of high quality in terms of its design and materials.

C. Landscape Requirements

The Management Building, with the Classroom/Arts Building will comprise the Humanities Wing extension. As defined in the UTSC Master Plan 2001 the extension is intended to create a simple and elegant green space, the Green Court, similar to the Science Wing Playing Field. There is to be a landscaped pathway along the north side of this green which will serve as an extension of the east-west pedestrian spine linking the proposed Welcome Centre to the Phase IV residence. A Valley Court is to be created between the Phase IV Residence and the Management Building. Landscaping should be consistent with the proposals of the Master Plan. The landscaping should be reasonably low maintenance. These costs are to be included in the project costs with the Arts and Management Building sharing the costs of the Green Court and an allowance for a share of the Valley Court. In addition, a new East Arrival Court and parking lot will be located to the north of the Green Court. The cost of these components will be part of a different project.

D. Parking, Entrances, Site Servicing

The Master Plan indicates a comprehensive reorganization of the parking lot, including the creation of a new vehicular entrance off Military Trail and the creation of a second drop-off circle on the main campus. The design of the Management Building must be attentive to this new traffic arrangement.

IX. RESOURCE IMPLICATIONS

A. Total Project Costs

The University retained an external quantity surveyor to prepare an estimate of construction costs. The specification sheets describing space requirements, essential equipment, and services for each room planned to be included in the new Management Building. Principals of the firm met with the University's Facilities & Services, and Planning staff to review this material. The assumption was made that the complete program would be incorporated in a single building, at grade, with three stories above grade, of 4,385 GSM on the site close to, and connected to, the Arts building at grade.

The construction costs assume that the project will be procured on a stipulated sum basis and that bids will be received from at least six competitive and pre-qualified general contractors.

The estimate is priced at current rates and reflects current market conditions. An escalation allowance has been included to account for increases in construction costs to the anticipated bid date in December 2002. A 6% per annum escalation is assumed.

The cost estimate assumes that the Arts and Management buildings will share some new mechanical and electrical infrastructure costs, but that these are separate from the existing campus infrastructure. It also assumes that the two buildings will be designed and constructed at the same time by the same teams.

The total project costs, including all taxes, contingencies, secondary effects, permits and professional fees, furnishings and equipment, landscaping, and miscellaneous costs are estimated to be \$15,344,045 in Table 1, attached.

B. Operating Costs

The operating costs per net assignable square metre will be \$85 at 2003 prices. Using this figure the operating cost for the Management Building will be 2436 nasms x 85 = \$207,060 per annum.

C. Secondary Effects

- Site service relocates

The UTSC utility plan for the area shows no significant services are present on the site. There appears to be an underground electrical service for the perimeter campus pole lights that will be replaced by new site lighting, the cost of which is carried in the construction budget.

- Infrastructure Upgrades in the sector.

As yet, there is insufficient information on the capacity of the existing campus infrastructure. An engineering study is in progress due to be completed in November 2001. The project has been estimated as a complete stand-alone building, with new electrical and mechanical service connections to Military Trail.

- Parking

The construction of this building and the Arts building, together with the Green Court suggested by the master plan will cause approximately 220 parking spots to be relocated to the outer campus.

- Major Secondary Effects not covered by this report

There are major secondary effects of all the new capital projects at UTSC associated with parking, open space landscaping, mechanical and electrical infrastructure and municipal requirements. In order to ensure that the Master Plan is realised in all its aspects, the costs need to be determined for the relocation of parking to new lots on the Outer Campus, the construction of a new drop-off circle, the provision of a bridge over Ellesmere Road to connect the main campus with outer campus parking, and other landscaping and service requirements. A comprehensive plan is proposed. It is anticipated that a consultant will be retained by the University to advise on the scope and associated costs. A report should be available early in the new year. The report will identify phasing for the relevant projects to be undertaken concurrent with the capital projects.

IX. FUNDING SOURCES AND CASH FLOW ANALYSIS

This project is to be funded from enrolment growth income, fund-raising and other sources of capital funds. Part of the costs of additional faculty and the operation of special facilities will be met from income provided by deregulated fees.

Fund-raising for the Management Building is a high priority at UTSC, and it is considered that it offers excellent naming opportunities. A special committee with membership

11/05/01

from the Division and the advancement office, has been struck to pursue fund-raising for the building and its major elements

XII. SCHEDULE

The expected project schedule will be as follows :

Governance approval to hire Architects	mid-Nov 2001
Architect selection complete	end Dec 2001
Tender package complete	end Nov 2002
Governance approval to award contract	Nov 2002
Contract award	Dec 2002
Construction complete	end Jul 2004
Project occupancy	Aug 2004

Any delay in required approvals would be expected to have a corresponding impact on the occupancy date.

XIII. RECOMMENDATIONS

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

1. THAT the Project Planning Report for the Management Building at UTSC be approved in principle.
2. THAT the project scope of 2436 net assignable square meters (nasm)) and 4385 gross square meters at a cost of \$15,344,045 million, in February 2003 dollars, with the funding sources indicated above, be approved.

Project Title: UTSC Management Building

TABLE 1: Total Project Cost Estimates

Column 1 will be completed with the Project Planning Report.
 Column 1-5 will be included in the Project Implementation Report.

Items	Project Planning Report	Concept Design	Design Devel't	Drawings @ 90%	Tender	100% Complete
Construction Cost [from Table 2] note 1	9,435,000	0	0	0	0	0
Escalation allowance to Feb 2003	754,800					
Construction Contingency	1,018,980					
Applicable GST	258,923					
Total Construction Costs, plus taxes	\$11,467,703	\$0	\$0	\$0	\$0	\$0
Site preparation	inc					
Services to site	inc					
Secondary Effects note 2	50,000					
Demolition	inc					
Landscaping, note 3	200,000					
Permits & Insurance	131,488					
Professional Fees note 4	1,342,854					
Computer & Telephone Terminations, moves	160,000					
Moving & Staging	10,000					
Furnishings & Equipment	1,281,000					
Miscellaneous Costs [signage, security..]	64,000					
Commissioning	inc					

Donor Recognition	10,000					
Finance Costs note 5	627,000					
Project Cost Escalation [to feb 2003] inc						
Total Project Cost Estimate GST included	\$15,344,045	\$0	\$0	\$0	\$0	\$0

Notes:

prepared Oct 23rd 2001.

- 1 includes a reduction of \$285,000 to allow for reduction in GSM from 4552 to 4385. building assumed to be three stories, on grade.
- 2 covers light renovation to 640 sq M of vacated space.
- 3 allows for work in immediate vicinity including 1/2 of the "Green Court".
- 4 assumes that Arts and Management buildings are designed by the same architect.
- 5 interest expense assumes no money down and a 4% rate. See cashflow.