



UNIVERSITY OF  
**TORONTO**

OFFICE OF THE ASSISTANT VICE-PRESIDENT  
CAMPUS & FACILITIES PLANNING

**TO:** Planning and Budget Committee

**SPONSOR:** Elizabeth Sisam, Assistant Vice-President Campus and Facilities Planning

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**DATE:** January 9 for January 21, 2009

**AGENDA ITEM:** 6

**ITEM IDENTIFICATION:**

Rotman School of Management Expansion Project: Change of Scope

**JURISDICTIONAL INFORMATION:**

Under the Policy on Capital Planning and Capital Projects, the Planning & Budget Committee recommends to the Academic Board approval in principle of change of scope to the capital project.

**BACKGROUND:**

In September 2007, the Planning and Budget Committee recommended approval of a project that would allow for expansion of the Rotman School of Management. The project plan recommended 7,400 nasm (15,000 gsm) additional space in new facilities and renovations to the existing building at a total cost of \$91.8m. Funding was from a variety of sources. This proposed change of scope to the project requests approval to construct one additional floor, or 650 nasm (1,035 gsm). No additional budget is requested at this time. Rotman has successfully raised funds through advancement, and provincial funding is now in place, ahead of the initially anticipated six year schedule.

The Rotman School Expansion Project Implementation Committee has been working with the consulting architects, since April 2008 to finalize the schematic design of the new building including integration with the existing building and a historic building on the site. This process has taken longer than scheduled, given site conditions, budgetary constraints and space program deficiencies that have been the subject of much attention over the last few months. Although the architects have achieved greater efficiencies through the rationalization of the plan, and made modifications to the space program in areas that do not compromise the academic plan, the resulting building envelope still does not fully accommodate Rotman's program, nor does it achieve a suitable functional allocation of space.

Minor adjustments have been made to the program over the planning process to both fine tune functional requirements and respond to design schemes that introduced alternative or multi use opportunities to accommodate the faculty requirements.

The approved planning report permitted the construction of 7,400 nasm of new building or approx 15,000 gsm to be added to the existing 5,876 nasm building at 105 St. George Street for a total space allocation of 13,282 nasm. The architects have provided 7,550 nasm and 14,870 gsm in the new building with a gross up factor of 1.97 sm.

After attempting to place the complete space program over the existing building and new building it has been found that, even though the net assignable space achieved closely matches that approved, approximately 180 nasm of program cannot be accommodated.

The key reasons this program cannot be accommodated can be attributed largely to three factors:

- the existing spaces within 105 St. George do not match absolute program sized spaces, resulting in fewer program elements being realized;
- the integration of the two buildings will convert existing net assignable space into circulation space in order to create a properly integrated facility; and
- the retention of the heritage house and rooms at 97 St. George creates inefficiencies with over-assigned area to this functional placement.

There are additional reasons beyond the missing program needs of the Faculty to warrant the addition of a tower floor, many of which are quality-related issues, as follows:

- provision of maximum flexibility for the future of the Faculty
- to address the qualitative nature of faculty floors
- provision of a floor for each discipline area to address the qualitative nature of the faculty including dedicated community building spaces and district identity
- accommodation, in the short to medium term, for Executive Education and affiliated research centres, which are destined for site 12 or an alternative site when the lease at 149 College expires
- maximization of the buildable area for this site within appropriate massing for the context through the addition of one floor
- provision of additional features for the event space which will maximize the potential use of this room and potential revenue-generating opportunities.
- requirements for additional site services (hydro vault access, and steam line connection) and secondary effect costs (e.g. parking garage closures) which have been determined beyond those initially identified

The proposed change to this project will allow for a fully developed plan and permit the project to proceed with implementation contingent on full funding of the proposed change of scope.

## **RECOMMENDATION:**

Be it recommended to the Academic Board:

THAT a change in project scope of approximately 650 nasm (1,035 gsm) new construction be approved for the Rotman School of Management expansion project with implementation contingent on full funding of the proposed change of scope.